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Proposed programme budget for the biennium 2016-2017*

Part I
Overall policymaking, direction and coordination

Section 1
Overall policymaking, direction and coordination

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* A summary of the approved programme budget will be issued as A/70/6/Add.1.

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** The present report does not contain an annex on follow-up action taken to implement relevant recommendations of the oversight bodies or on outputs included in the biennium 2014-2015 not to be delivered in 2016-2017, given that they are not applicable to section 1.

Overview

Table 1.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015[a]	119 229 300
Technical adjustments (removal of non-recurrent requirements and biennial provision for posts)	(4 127 400)
New mandates and inter-component changes	1 668 400
Changes in line with General Assembly resolution 69/264 (further reductions)	(690 700)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(55 000)
Total resource change	(3 204 700)
Proposal of the Secretary-General for 2016-2017[a]	116 024 600

[a] At 2014-2015 revised rates.

Table 1.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	225	1 DSG, 5 USG, 3 ASG, 8 D-2, 16 D-1, 30 P-5, 33 P-4, 28 P-3, 5 P-2/1, 12 GS (PL), 76 GS (OL), 8 LL
Abolishment	(1)	1 GS (OL) under the secretariat of the Advisory Committee on Administrative and Budgetary Questions
Proposed for the biennium 2016-2017	224	1 DSG, 5 USG, 3 ASG, 8 D-2, 16 D-1, 30 P-5, 33 P-4, 28 P-3, 5 P-2/1, 12 GS (PL), 75 GS (OL), 8 LL

Overall orientation

1.1 Provision is made, under subsection A below, for the General Assembly, including travel resources for up to five representatives of Member States that are least developed countries to sessions of the Assembly, the requirements of the Presidents of the Assembly and backstopping to be provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly. Provision is also made for the subsidiary organs of the Assembly whose terms of reference involve matters of general application to the activities of the Organization as a whole, namely, the Advisory Committee on Administrative and Budgetary Questions (including its secretariat), the Committee on Contributions, the Board of Auditors (including its secretariat), the Committee for Programme and Coordination, the Independent Audit Advisory Committee, and for the participation of the United Nations in the costs of the secretariat of the United Nations Joint Staff Pension Fund.

1.2 The requirements directly attributable to the Secretary-General are set out in subsection B.

1.3 In subsection C, provision is made for the overall executive direction and management of the Organization, namely, the Executive Office of the Secretary-General and the Offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi.

Note: The following abbreviations are used in tables and charts: DSG, Deputy Secretary-General; USG, Under-Secretary-General; ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; LL, local level; RB, regular budget; XB, extrabudgetary.

1.4 Provisions for the Office of the Special Representative of the Secretary-General for Children and Armed Conflict, the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Office of the Special Representative of the Secretary-General on Violence against Children, the Office of the United Nations Ombudsman and Mediation Services, the Office of Administration of Justice and the Ethics Office are reflected under subsections D to I, respectively.

Overview of resources

1.5 The overall resources proposed for the biennium 2016-2017 for this section amount to $116,024,600 before recosting, reflecting a net decrease of $3,204,700 (or 2.7 per cent) compared with the appropriation for 2014-2015. Resource changes result from four factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements; (b) new mandates and inter-component changes; (c) resource changes in line with General Assembly resolution 69/264 (further reductions); and (d) resource changes in line with resolution 69/264 on efficiencies. The proposed reductions will not impact full and effective mandate implementation.

1.6 Resource changes in line with resolution 69/264 reflect proposed reductions in non-post resources that are anticipated in 2016-2017.

1.7 The distribution of resources is reflected in tables 1.3 to 1.6.

Table 1.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
Component	*2012-2013 expenditure*	*2014-2015 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New mandates, and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2016-2017 estimate*
A. Policymaking organs	34 948.8	36 598.7	–	–	(21.6)	–	(21.6)	(0.1)	36 577.1	1 601.6	38 178.7
B. Secretary-General	2 228.0	2 481.5	–	–	(76.2)	–	(76.2)	(3.1)	2 405.3	109.7	2 515.0
C. Executive direction and management	38 364.8	37 071.0	(63.5)	–	(349.8)	(55.0)	(468.3)	(1.3)	36 602.7	836.0	37 438.7
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict	3 730.8	3 723.3	–	–	(52.9)	–	(52.9)	(1.4)	3 670.4	105.6	3 776.0
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	3 392.6	3 344.4	–	–	(47.1)	–	(47.1)	(1.4)	3 297.3	92.6	3 389.9
F. Office of the Special Representative of the Secretary-General on Violence against Children	–	4 923.8	–	–	(61.4)	–	(61.4)	(1.2)	4 862.4	152.5	5 014.9

Component	2012-2013 expenditure	2014-2015 appropriation	Resource changes: Technical adjustment (non-recurrent, biennial provision of posts)	Resource changes: New mandates, and inter-component changes	Resource changes: Further reductions in line with resolution 69/264	Resource changes: Efficiencies in line with resolution 69/264	Resource changes: Total	Resource changes: Percentage	Total before recosting	Recosting	2016-2017 estimate
G. Office of the United Nations Ombudsman and Mediation Services	6 504.8	7 317.2	–	–	(18.2)	–	(18.2)	(0.2)	7 299.0	164.7	7 463.7
H. Office of Administration of Justice	16 859.8	20 043.5	(3 990.8)	1 668.4	(36.1)	–	(2 358.5)	(11.8)	17 685.0	504.0	18 189.0
I. Ethics Office	4 403.6	3 725.9	(73.1)	–	(27.4)	–	(100.5)	(2.7)	3 625.4	116.4	3 741.8
J. Sri Lanka Internal Review Panel	186.9	–	–	–	–	–	–	–	–	–	–
Subtotal	**110 620.1**	**119 229.3**	**(4 127.4)**	**1 668.4**	**(690.7)**	**(55.0)**	**(3 204.7)**	**(2.7)**	**116 024.6**	**3 683.1**	**119 707.7**

(2) *Other assessed*

	2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A. Policymaking organs	8 757.9	9 171.9	10 647.3
B. Secretary-General	–	–	–
C. Executive direction and management	2 153.2	2 098.3	2 103.4
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict	–	–	–
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	–	–	–
F. Office of the Special Representative of the Secretary-General on Violence against Children	–	–	–
G. Office of the United Nations Ombudsman and Mediation Services	3 666.0	3 746.3	3 852.8
H. Office of Administration of Justice	276.3	341.4	371.8
I. Ethics Office	2 212.0	2 169.0	2 224.8
Subtotal	**17 065.4**	**17 526.9**	**19 200.1**

(3) *Extrabudgetary*

	2012-2013 expenditure	2014-2015 estimate	2016-2017 estimate
A. Policymaking organs	20 800.1	21 352.2	23 199.5
B. Secretary-General	–	–	–
C. Executive direction and management	30 571.9	40 761.3	32 540.3
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict	445.9	689.0	940.0
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	2 102.7	2 826.8	3 056.4
F. Office of the Special Representative of the Secretary-General on Violence against Children	–	–	1 500.0
G. Office of the United Nations Ombudsman and Mediation Services	–	–	–
H. Office of Administration of Justice	22.2	431.4	–
I. Ethics Office	2 444.4	2 619.5	2 758.0
Subtotal	**56 387.2**	**68 680.2**	**63 994.2**
Total	**184 072.7**	**205 436.4**	**202 902.0**

Table 1.4 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*
Professional and higher										
DSG	1	1	–	–	–	–	–	–	1	1
USG	4	4	1	1	–	–	–	–	5	5
ASG	3	3	–	–	–	–	–	–	3	3
D-2	8	8	–	–	–	–	1	1	9	9
D-1	16	16	–	–	1	1	2	2	19	19
P-5	29	29	1	1	6	6	5	5	41	41
P-4/3	56	56	5	5	4	4	20	20	85	85
P-2/1	5	5	–	–	–	–	2	2	7	7
Subtotal	**122**	**122**	**7**	**7**	**11**	**11**	**30**	**30**	**170**	**170**

	Established regular budget		Temporary							
			Regular budget		Other assessed		Extrabudgetary		Total	
Category	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
General Service										
Principal level	11	11	1	1	–	–	–	–	12	12
Other level	74	73	2	2	4	4	11	11	91	90
Subtotal	**85**	**84**	**3**	**3**	**4**	**4**	**11**	**11**	**103**	**102**
Other										
Local level	8	8	–	–	–	–	–	–	8	8
Field Service	–	–	–	–	2	2	–	–	2	2
Subtotal	**8**	**8**	**–**	**–**	**2**	**2**	**–**	**–**	**10**	**10**
Total	**215**	**214**	**10**	**10**	**17**	**17**	**41**	**41**	**283**	**282**

Table 1.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Policymaking organs			
1. General Assembly	4.4	–	–
2. Advisory Committee on Administrative and Budgetary Questions	7.5	4.6	–
3. Committee on Contributions	0.5	–	–
4. United Nations Board of Auditors	6.0	50.9	20.6
5. United Nations Joint Staff Pension Board	11.6	–	15.7
6. Committee for Programme and Coordination	0.7	–	–
7. Independent Audit Advisory Committee	0.9	–	–
Subtotal, A	**31.6**	**55.5**	**36.3**
B. Secretary-General	2.1	–	–
C. Executive direction and management			
1. Executive Office of the Secretary-General	22.0	11.0	49.5
2. Office of the Director-General, United Nations Office at Geneva	5.6	–	1.3
3. Office of the Director-General, United Nations Office at Vienna	2.1	–	–
4. Office of the Director-General, United Nations Office at Nairobi	1.8	–	–
Subtotal, C	**31.5**	**11.0**	**50.8**
D. Office of the Special Representative of the Secretary-General on Children and Armed Conflict	3.2	–	1.5
E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict	2.8	–	4.8
F. Office of the Special Representative of the Secretary-General on Violence against Children	4.2	–	2.3
G. Office of the United Nations Ombudsman and Mediation Services	6.3	20.0	–
H. Office of Administration of Justice	15.2	1.9	–
I. Ethics Office	3.1	11.6	4.3
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

1.8 Resource changes reflect the removal of non-recurrent requirements totalling $4,127,400 relating to: (a) the three ad litem judges of the United Nations Dispute Tribunal and the respective staffing complement, and the one-time provision for the interim independent assessment of the system of administration of justice under the Office of Administration of Justice ($3,990,800); and (b) the discontinuation of the provision of general temporary assistance related to the abolishment of posts in 2014-2015 in the Office of the Director-General at the United Nations Office at Geneva ($63,500) and in the Ethics Office ($73,100).

New mandates and inter-component changes

1.9 Resource changes amounting to $1,668,400 provide for the continuation of the three ad litem judges of the United Nations Dispute Tribunal and respective complement staff comprised of six positions (3 P-3, 2 General Service (Other level) and 1 Local level) for 2016. Any additional resources deemed necessary if the continuation of the ad litem judges is needed for 2017 would take into account any relevant recommendations emanating from the interim independent assessment of the formal system of the administration of justice, to be considered at the main part of the seventy-first session of the General Assembly.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

1.10 Resource changes of $690,700 are proposed in line with General Assembly resolution 69/264, under non-post resources. The proposed decrease of $690,700 under non-post resources relates mainly to other staff costs, travel of staff, consultants, contractual services, general operating expenses and furniture and equipment, which takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the respective offices plan to bring about in 2016-2017.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

1.11 Resource changes of $55,000 are proposed in line with General Assembly resolution 69/264 under non-post resources. The proposed decrease of $55,000 under non-post resources in the Executive Office of the Secretary-General relates to general operating expenses and takes into account efficiencies that the Office plans to bring about in 2016-2017.

Other assessed and extrabudgetary resources

1.12 Other assessed resources for 2016-2017, estimated at $19,200,100, would provide primarily for the portion of the work of the Advisory Committee on Administrative and Budgetary Questions, the United Nations Board of Auditors, the Executive Office of the Secretary-General, the Office of the United Nations Ombudsman and Mediation Services, the Office of Administration of Justice and the Ethics Office related to peacekeeping operations.

1.13 Extrabudgetary resources for 2016-2017, estimated at $63,994,200, would complement regular budget resources and provide support for various activities expected to be carried out by a number of offices under Section 1 of the programme budget.

A. Policymaking organs

Resource requirements (before recosting): $36,577,100

1.14 This subsection covers the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the United Nations Board of Auditors, the United Nations Joint Staff Pension Fund (United Nations share), the Committee for Programme and Coordination, and the Independent Audit Advisory Committee.

1.15 The distribution of resources of the policymaking organs is reflected in table 1.6.

Table 1.6 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	5 597.6	5 432.9	19	18
Non-post	31 001.1	31 144.2	–	–
Subtotal	**36 598.7**	**36 577.1**	**19**	**18**
Other assessed	9 171.9	10 647.3	–	–
Extrabudgetary	21 352.2	23 199.5	1	1
Total	**67 122.8**	**70 423.9**	**20**	**19**

Table 1.7 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*
Professional and higher										
D-2	1	1	–	–	–	–	–	–	1	1
D-1	2	2	–	–	–	–	–	–	2	2
P-5	3	3	–	–	–	–	–	–	3	3
P-4/3	4	4	–	–	–	–	–	–	4	4
Subtotal	**10**	**10**	**–**	**–**	**–**	**–**	**–**	**–**	**10**	**10**
General Service										
Principal level	1	1	–	–	–	–	–	–	1	1
Other level	8	7	–	–	–	–	1	1	9	8
Subtotal	**9**	**8**	**–**	**–**	**–**	**–**	**1**	**1**	**10**	**9**
Total	**19**	**18**	**–**	**–**	**–**	**–**	**1**	**1**	**20**	**19**

1. General Assembly

(a) Travel of representatives of Member States that are least developed countries

Resource requirements (before recosting): $2,333,700

1.16 In accordance with General Assembly resolutions 1798 (XVII) and 41/213, the Organization provides for the travel (excluding subsistence allowance) of up to five representatives of each of the 48 Member States that are considered least developed countries when attending a regular session of the Assembly and one representative or alternate representative to attend a special or emergency session of the Assembly.

1.17 The distribution of resources of the travel of representatives of Member States that are least developed countries is reflected in table 1.8.

Table 1.8 **Resource requirements: travel of representatives of Member States that are least developed countries**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post	2 333.7	2 333.7	–	–
Total	**2 333.7**	**2 333.7**	**–**	**–**

1.18 The proposed resources, amounting to $2,333,700, provide for the travel of eligible members to the seventy-first and seventy-second sessions of the General Assembly. As there is no resolution calling for either a special or an emergency session, no provision has been made for that purpose.

(b) Presidents of the General Assembly

Resource requirements (before recosting): $645,100

1.19 The General Assembly, in its resolution 52/220, approved the proposal of the Secretary-General to include a sum of $250,000 in the budget for each year of the biennium to supplement the level of support provided to the President of the General Assembly (A/52/303, para. 1B.10). In the same resolution, the Assembly decided that the resources for the Office of the President of the General Assembly shall be presented on an object-of-expenditure basis, starting with the biennium 1998-1999, and approved the proposal of the Secretary-General regarding the level of resources for that biennium. In its resolution 53/214, the Assembly requested the Secretary-General to enhance the Office of the President by taking all steps necessary to ensure the full implementation of his proposal to supplement the support of the Office and decided that, consistent with the approved programme budget, the President of the Assembly shall have full authority to use funds provided in the budget for the Office, including hospitality, travel and any other expenditures required to carry out official responsibilities.

1.20 In its resolution 54/249, the General Assembly concurred with the observation of the Advisory Committee on Administrative and Budgetary Questions on the need to ensure that the Office of the President of the General Assembly is provided with adequate resources and decided that, in the interest of clarity and transparency, the resources proposed for support of the President shall be presented separately from the estimates for the travel of representatives of least developed countries to sessions of the Assembly. In the same resolution, the Assembly decided that the

resources for the Office of the President shall be allocated between the Presidents of the sessions of the Assembly to which they relate so as to ensure their equitable provision.

1.21 The distribution of resources of the Presidents of the General Assembly is reflected in table 1.9.

Table 1.9 **Resource requirements: Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post	645.1	645.1	–	–
Subtotal	**645.1**	**645.1**	**–**	**–**
Extrabudgetary	262.2	–	–	–
Total	**907.3**	**645.1**	**–**	**–**

1.22 The proposed resources, amounting to $645,100, are to be allocated in line with resolution 54/249 for the exclusive use and at the discretion of the Presidents of the General Assembly at its resumed seventieth session ($215,200), its seventy-first regular and resumed sessions ($321,700) and its seventy-second regular session ($108,200). The funds will be made available to the Presidents of the Assembly, in accordance with the provisions of resolution 53/214, for the accomplishment of official responsibilities.

(c) Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly

Resource requirements (before recosting): $2,102,100

1.23 Pursuant to General Assembly resolutions 58/126 and 59/313, provision is made for general temporary assistance and overtime to cover additional direct support provided by the Department for General Assembly and Conference Management to the Presidents of the Assembly.

1.24 The distribution of resources of the Department for General Assembly and Conference Management backstopping of the Presidents of the General Assembly is reflected in table 1.10.

Table 1.10 **Resource requirements: Department for General Assembly and Conference Management, backstopping of the Presidents of the General Assembly**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post	2 102.1	2 102.1	–	–
Total	**2 102.1**	**2 102.1**	**–**	**–**

1.25 The proposed resources, amounting to $2,102,100, provide for general temporary assistance and overtime for the support of the Presidents of the General Assembly.

2. Advisory Committee on Administrative and Budgetary Questions (including its secretariat)

Resource requirements (before recosting): $8,658,000

1.26 The Advisory Committee on Administrative and Budgetary Questions, a subsidiary organ of the General Assembly, consists of 16 members appointed by the Assembly in their individual capacity. The functions and responsibilities of the Advisory Committee, as well as its composition, are governed by the provisions of Assembly resolution 14 (I) and rules 155 to 157 of the rules of procedure of the Assembly. The budgetary resources under this heading cover the payment of the travel and subsistence expenses of the Chair and members of the Committee for attendance at its sessions in accordance with the provisions of Assembly resolutions 1798 (XVII), 32/198, 41/176, 42/214, 42/225, section VI, and 47/219 A, section XV. The conditions of service and compensation of the Chair of the Committee have been determined in accordance with resolutions 35/221, 40/256, 45/249, 55/238, 58/266 and 65/268, and include the Organization's related contribution to the United Nations Joint Staff Pension Fund pursuant to Assembly resolution 37/131.

1.27 The estimates also provide for the secretariat of the Advisory Committee.

1.28 The distribution of resources of the Advisory Committee on Administrative and Budgetary Questions is reflected in table 1.11.

Table 1.11 **Resource requirements: Advisory Committee on Administrative and Budgetary Questions**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 585.7	3 421.0	11	10
Non-post	5 079.4	5 237.0	–	–
Subtotal	**8 665.1**	**8 658.0**	**11**	**10**
Other assessed	534.1	883.0	–	–
Total	**9 199.2**	**9 541.0**	**11**	**10**

1.29 The proposed resources, amounting to $8,658,000, provide for: (a) the travel and subsistence allowance of expert members of the Advisory Committee who are non-residents of New York for meetings held at Headquarters, and travel and subsistence for meetings held away from Headquarters ($4,230,800); (b) the travel and subsistence allowance for substantive staff servicing meetings of the Advisory Committee away from Headquarters ($64,200); (c) the non-staff compensation of the Chair ($545,800); (d) the salaries and common staff costs of the Advisory Committee's secretariat, comprising 10 posts (1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 General Service (Principal level) and 2 General Service (Other level)) ($3,421,000); and (e) other non-post resources, such as other staff costs, contractual services, general operating expenses, supplies and materials, and furniture and equipment ($396,200).

1.30 The proposal reflects movements across objects of expenditure on a cost-neutral basis, including the proposed abolishment of one General Service (Other level) post and increases under a number of non-post resources items, including general temporary assistance and overtime to handle surge requirements, furniture and equipment and general operating expenses, offset by decreases of other non-post resources items.

1.31 In line with General Assembly resolution 69/264, a reduction of $7,100 is proposed under travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel.

1.32 Resources from the support account for peacekeeping operations, estimated at $883,000, would provide support for the secretariat of the Advisory Committee in matters related to peacekeeping operations.

3. Committee on Contributions

Resource requirements (before recosting): $581,700

1.33 The Committee on Contributions is a subsidiary organ of the General Assembly consisting of 18 members appointed by the Assembly in their individual capacity. The responsibilities of the Committee, its nature and composition and the terms of appointment of its members are governed by the provisions of Assembly resolution 14 (I) and rules 158 to 160 of the rules of procedure of the Assembly. The Committee provides advice to the Assembly on the apportionment of the expenses of the Organization among its Members, in accordance with Article 17, paragraph 2, of the Charter of the United Nations. It also provides advice to the Assembly on the assessments to be fixed for new Members, on appeals by Members for a change of assessment, on action to be taken if Members default on their contributions and on any action to be taken with regard to the application of Article 19 of the Charter.

1.34 The distribution of resources of the Committee on Contributions is reflected in table 1.12.

Table 1.12 **Resource requirements: Committee on Contributions**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post	581.7	581.7	–	–
Total	**581.7**	**581.7**	**–**	**–**

1.35 The proposed resources amounting to $581,700 provide for the payment of travel and subsistence allowance of the members of the Committee in accordance with the provisions of General Assembly resolutions 1798 (XVII) and 45/248.

4. United Nations Board of Auditors (including its secretariat)

Resource requirements (before recosting): $6,954,700

1.36 The United Nations Board of Auditors, which was established by the General Assembly in its resolution 74 (I) of 7 December 1946, as amended by its resolution 55/248 of 12 April 2001, consists of the Auditor-General (or officers holding the equivalent title) of three Member States appointed by the Assembly subject to the terms and conditions laid down in regulations 7.1 to 7.3 of the Financial Regulations and Rules of the United Nations. The Board of Auditors performs the audit of the accounts of the United Nations and its funds and programmes, including all its trust funds and special accounts, and submits the related reports to the Assembly for its consideration. The main terms of reference of the Board are set forth in regulations 7.4 to 7.12 and are elaborated

upon in an annex to the Financial Regulations. The Board, in addition to expressing an opinion on the financial statements, is also required to make observations with respect to the efficiency of financial procedures, the accounting system, the internal financial controls and, in general, the administration and management of the United Nations, as provided for by regulation 7.5.

1.37 Coordination with other external audit activities in the United Nations system is ensured through the Panel of External Auditors, established by the General Assembly in its resolution 1438 (XIV), consisting of the members of the Board of Auditors and the appointed external auditors of the specialized agencies and of the International Atomic Energy Agency. The Board also coordinates its work with the Joint Inspection Unit and the internal audit services of the United Nations and its funds and programmes.

1.38 The secretariat of the Board of Auditors provides substantive, technical and administrative support to the Board, its Audit Operations Committee and the Panel of External Auditors and its Technical Group, including research and analysis of documentation relevant to their activities. In addition, the secretariat of the Board makes the necessary arrangements for the holding of two sessions of the Board, one session of the Panel and one session of the Technical Group each year; develops the working papers and prepares reports in respect of items on the agenda of the sessions; prepares summary records of the meetings of the Board, the Panel, its Technical Group and the Audit Operations Committee; and provides liaison between those organs and other United Nations bodies.

1.39 The distribution of resources of the United Nations Board of Auditors is reflected in table 1.13.

Table 1.13 **Resource requirements: United Nations Board of Auditors**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 428.6	1 428.6	6	6
Non-post	5 536.5	5 526.1	–	–
Subtotal	**6 965.1**	**6 954.7**	**6**	**6**
Other assessed	8 637.8	9 764.3	–	–
Extrabudgetary	12 985.6	13 165.3	1	1
Total	**28 588.5**	**29 884.3**	**7**	**7**

1.40 The amount of $6,954,700 provides for: (a) the regular budget share of audit fees to be paid to the members of the Board; (b) the costs associated with their attendance at meetings of the Board and of the Panel of External Auditors; (c) the salaries and common staff costs of the secretariat of the Board of Auditors comprising six posts (1 D-1, 1 P-3 and 4 General Service (Other level)); and (d) the related operational costs.

1.41 The current estimate is made assuming normal requirements to conduct audits. Should there be any requests over and above the current level of planned outputs, the Board would need to consider the reprioritization of its scheduled outputs in order to evaluate to what extent such additional requests can be accommodated. In line with General Assembly resolution 69/264, a reduction of $10,400 is proposed under travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel.

1.42 Resources from other assessed sources ($9,764,300) and extrabudgetary sources ($13,165,300) relate primarily to, inter alia, the external audit fees paid directly from other assessed budgets, including peacekeeping missions, and from the United Nations funds and programmes and affiliated bodies, respectively.

5. United Nations Joint Staff Pension Board (including United Nations participation in the costs of the secretariat of the United Nations Joint Staff Pension Fund)

Resource requirements (before recosting): $13,484,700

1.43 The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits to the staff of the United Nations and such other organizations as might be admitted to its membership. In accordance with the regulations adopted by the Assembly, the Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat of the Board and each such committee. The Assembly exercises legislative authority on behalf of all participating organizations.

1.44 The expenses incurred by a staff pension committee in the administration of the regulations of a member organization are met by the general budget of that organization. However, since the central secretariat of the Fund grew out of the secretariat of the United Nations Staff Pension Committee, it continued to handle pension administration for the United Nations by special arrangement with the United Nations Joint Staff Pension Board. For those services, the United Nations reimburses the Fund in accordance with arrangements agreed upon by the two parties and provides other services to the Fund, free of charge, such as staff payroll processing and training, personnel and procurement functions and other miscellaneous services, as required.

1.45 The distribution of resources of the United Nations Joint Staff Pension Board is reflected in table 1.14.

Table 1.14 **Resource requirements: United Nations Joint Staff Pension Board**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post	13 484.7	13 484.7	–	–
Subtotal	**13 484.7**	**13 484.7**	–	–
Extrabudgetary	8 104.4	10 034.2	–	–
Total	**21 589.1**	**23 518.9**	–	–

1.46 The amount of $13,484,700 represents: (a) the total cost of travel of representatives of the United Nations to meetings of the United Nations Joint Staff Pension Board ($264,400); and (b) the regular budget share of the cost of the central secretariat of the Fund ($13,220,300) which, after recosting, would amount to $13,835,300. The total amount to be reimbursed by the United Nations for the central secretariat of the Fund is estimated at $23,869,500 and is based on one third of specific elements of the administrative budget of the Fund. In accordance with existing arrangements, an estimated 58 per cent of the costs to be borne by the United Nations will be

covered by the regular budget ($13,835,300), with the remaining balance estimated at $10,034,200 to be reimbursed by the funds and programmes.

1.47 The share of the funds and programmes in the costs amounting to $10,034,200 to be borne by the United Nations is reflected under extrabudgetary resources.

1.48 Pending the finalization of the proposed budget of the United Nations Joint Staff Pension Fund for the biennium 2016-2017 and the recommendations of the Pension Board thereon, the present estimates are based on the appropriation for the biennium 2014-2015.

1.49 At the time the present report was prepared, the proposed budget of the United Nations Joint Staff Pension Fund for the biennium 2016-2017 had not been finalized. The estimates will be subject to further revision in accordance with the administrative budget of the Fund for the biennium 2016-2017 and action taken by the General Assembly at its seventieth session on the basis of such recommendations as the Pension Board may make in 2015 with respect to that budget. A statement of administrative and financial implications will be submitted to the Assembly at its seventieth session should the Board's recommendations involve resources different from those estimated in the present report.

6. Committee for Programme and Coordination

Resource requirements (before recosting): $766,300

1.50 In its decision 42/450, the General Assembly decided that the Committee for Programme and Coordination shall be composed of 34 States Members of the United Nations, elected for a three-year term on the basis of equitable geographical distribution. In paragraph 12 of its resolution 31/93, the Assembly authorized the payment of travel expenses (economy class airfare) and subsistence allowance (at the standard rate established for Secretariat officials plus 15 per cent) to the members of the Committee as a special exception to the basic principles contained in paragraph 2 of Assembly resolution 1798 (XVII). This arrangement was approved for an experimental period beginning in 1978 and was to be reviewed by the Assembly at its thirty-fourth session. It has been assumed that, for the purpose of these budget estimates, the duration of the Committee's sessions will remain six weeks in the off-budget year and four weeks in the budget year.

1.51 The distribution of resources of the Committee for Programme and Coordination is reflected in table 1.15.

Table 1.15 **Resource requirements: Committee for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Non-post	766.3	766.3	–	–
Total	**766.3**	**766.3**	**–**	**–**

1.52 The proposed resources, amounting to $766,300, will provide for the continuation of the arrangements called for by the General Assembly in the aforementioned resolutions.

7. Independent Audit Advisory Committee

Resource requirements (before recosting): $1,050,800

1.53 The General Assembly, by its resolution 60/248, established the Independent Audit Advisory Committee to serve in an expert advisory capacity and to assist the Assembly in fulfilling its oversight responsibilities. By its resolution 61/275, the Assembly approved the terms of reference for the Committee and the criteria for membership, which stipulate that the Committee shall comprise five members appointed by the Assembly with due regard to equitable geographical representation, who are independent of their Governments, the Board of Auditors, the Joint Inspection Unit and the Secretariat. Members of the Committee must have senior-level financial, audit and/or other oversight-related expertise. The Committee became operational with the appointment of members effective 1 January 2008 in accordance with Assembly decision 62/413, and held its inaugural session in February 2008.

1.54 The Committee is responsible for advising the General Assembly on the scope, results and effectiveness of audit and other oversight functions, and on measures to ensure the compliance of management with audit and other oversight recommendations. The scope of the work of the Committee is laid down in its terms of reference (resolution 61/275, annex) and its proceedings are governed by the rules of procedure adopted by the Committee at its inaugural session in February 2008.

1.55 The secretariat of the Committee provides substantive, technical and administrative support to the Committee, including research and analysis of documentation relevant to its activities. In addition, the secretariat, which is the primary point of contact for the Committee in the United Nations, makes arrangements for the Committee's four annual sessions, compiles the meeting papers and prepares reports in respect of items on the agenda of the sessions and summary records of the meetings of the Committee.

1.56 The distribution of resources of the Independent Audit Advisory Committee is reflected in table 1.16.

Table 1.16 **Resource requirements: Independent Audit Advisory Committee**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	583.3	583.3	2	2
Non-post	471.6	467.5	–	–
Total	**1 054.9**	**1 050.8**	**2**	**2**

1.57 The amount of $1,050,800 provides for: (a) the travel and subsistence allowance of the members of the Committee and the travel and subsistence allowance of staff accompanying the members to offices away from Headquarters to observe and interact with clients of the Office of Internal Oversight Services and United Nations management; (b) the salaries and common staff costs of the Committee's secretariat, comprising two posts (1 P-5 and 1 General Service (Other level)); and (c) other non-post items, including general temporary assistance, consultants, contractual services, general operating expenses and supplies and materials. In line with General Assembly resolution 69/264, a reduction of $4,100 is proposed under travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel.

B. Secretary-General

Resource requirements (before recosting): $2,405,300

1.58 In accordance with Article 97 of the Charter of the United Nations, the Secretary-General, who is appointed by the General Assembly on the recommendation of the Security Council and who in turn appoints the staff, is the Chief Administrative Officer of the Organization. The Secretary-General also has an important political function by virtue of Article 99 of the Charter and a role in all United Nations meetings and such other functions as are entrusted to him by other principal organs of the Organization, as provided for in Article 98.

1.59 As the Chief Administrative Officer of the Organization, the Secretary-General is entrusted with a broad range of responsibilities under the Charter. Within the sphere of competence of the office, the Secretary-General takes action, on his own initiative, on a wide range of political, economic, social and humanitarian questions, reporting to and requesting guidance from the General Assembly and the Security Council, as appropriate. He uses his best efforts to assist in settling disputes between States, and may bring to the attention of the Council any matter that may threaten the maintenance of international peace and security. Moreover, the Secretary-General plays a key role in efforts to ensure the observance of human rights. He provides policy direction to the departments, offices and other organizational units of the Secretariat in the execution of their functions, and guidance and coordination to the programmes and other elements of the Organization. In addition, as Chair of the United Nations System Chief Executives Board for Coordination, the Secretary-General has a coordinating function in relation to the entire United Nations system of organizations. The activities of the Secretary-General will be directed towards the achievement of the priorities for the biennium 2016-2017 as decided by the Assembly in its resolution 69/264.

1.60 The distribution of resources of the Secretary-General is reflected in table 1.17.

Table 1.17 **Resource requirements: Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 105.3	1 105.3	–	–
Non-post	1 376.2	1 300.0	–	–
Total	**2 481.5**	**2 405.3**	**–**	**–**

1.61 The proposed resources, amounting to $2,405,300, provide for the salary and allowances of the Secretary-General, and for travel requirements, general operating expenses and hospitality. In line with General Assembly resolution 69/264, the proposed reduction of $76,200 under travel of staff takes into account reductions anticipated in 2016-2017.

C. Executive direction and management

Resource requirements (before recosting): $36,602,700

1.62 The proposed resources, amounting to $36,602,700, under executive direction and management provide for the Executive Office of the Secretary-General and the offices of the Directors-General of the United Nations Offices at Geneva, Vienna and Nairobi. Those offices provide support to the

Secretary-General in his capacity as Chief Administrative Officer of the United Nations under Article 97 of the Charter of the United Nations by assisting: (a) in the establishment of general policy and in the exercise of executive direction in relation to the work of the Secretariat, the United Nations funds and programmes and other entities within the Organization; (b) in the supervision and coordination of the work of the Organization pursuant to the decisions of the Secretary-General and to the relevant directives of the intergovernmental bodies concerned; (c) in relations with the press and the public; (d) in inter-agency coordination functions in relation to the United Nations system of organizations, regional organizations and non-governmental organizations; (e) in relations with the principal organs of the United Nations and host Governments; and (f) in contacts with Governments and delegations pursuant to Articles 98 and 99 of the Charter.

1.63 The distribution of resources for executive direction and management is reflected in tables 1.18 and 1.19.

Table 1.18 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	33 934.3	33 934.3	113	113
Non-post	3 136.7	2 668.4	–	–
Subtotal	**37 071.0**	**36 602.7**	**113**	**113**
Other assessed	2 098.3	2 103.4	5	5
Extrabudgetary	40 761.3	32 540.3	39	39
Total	**79 930.6**	**71 246.4**	**157**	**157**

Table 1.19 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*
Professional and higher										
Deputy Secretary-General	1	1	–	–	–	–	–	–	1	1
Under-Secretary-General	3	3	–	–	–	–	–	–	3	3
Assistant Secretary-General	1	1	–	–	–	–	–	–	1	1
D-2	5	5	–	–	–	–	1	1	6	6
D-1	10	10	–	–	1	1	1	1	12	12
P-5	11	11	–	–	2	2	5	5	18	18
P-4/3	22	22	–	–	–	–	20	20	42	42
P-2/1	3	3	–	–	–	–	2	2	5	5
Subtotal	**56**	**56**	**–**	**–**	**3**	**3**	**29**	**29**	**88**	**88**

Category	Established regular budget		Temporary: Regular budget		Temporary: Other assessed		Temporary: Extrabudgetary		Total	
	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
General Service										
Principal level	8	8	–	–	–	–	–	–	8	8
Other level	46	46	–	–	2	2	10	10	58	58
Subtotal	**54**	**54**	**–**	**–**	**2**	**2**	**10**	**10**	**66**	**66**
Other										
Local level	3	3	–	–	–	–	–	–	3	3
Subtotal	**3**	**3**	**–**	**–**	**–**	**–**	**–**	**–**	**3**	**3**
Total	**113**	**113**	**–**	**–**	**5**	**5**	**39**	**39**	**157**	**157**

Table 1.20 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that the policies and directives of Member States are translated into action in an effective and efficient manner

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2016-2017	2014-2015	2012-2013
(a) Enhanced policy coherence in the management of the activities of the United Nations	Policy guidance is provided to United Nations entities on relevant issues	Target	20	40	–
		Estimate		20	40
	[Number of decisions resulting from the Secretary-General's Policy Committee meetings]	Actual			20
(b) Improved strategic response by the Secretariat to rule of law challenges faced by Member States	Increased awareness of and support for United Nations rule of law initiatives amongst key rule of law stakeholders	Target	20	9	–
		Estimate		20	7
	[Instances of key stakeholders discussing United Nations rule of law initiatives]	Actual			18

1. Executive Office of the Secretary-General

Resource requirements (before recosting): $25,479,600

1.64 The Executive Office of the Secretary-General provides assistance to the Secretary-General in the establishment of general policy and in the executive direction, coordination and expeditious performance of the work of the Secretariat and of the programmes and other elements of the Organization, and in contacts with Governments, delegations, the press and the public. It provides further assistance to the Secretary-General with strategic planning, preparation of the annual report of the Organization, political, economic and inter-agency affairs, liaison and representation functions and fulfilment of the priorities and mandates set out by the General Assembly. The resources of the Office also provide for the post of Deputy Secretary-General, whose functions and responsibilities are defined in paragraph 1 of Assembly resolution 52/12 B.

1.65 Resources for the Executive Office of the Secretary-General also provide for the post and office of the Chef de Cabinet, the Policy Planning Unit, the Political, Peacekeeping, Humanitarian and Human Rights Unit, the Economic, Social and Development Affairs Unit, the Rule of Law Unit, the Coordination Unit, the Communications and Speechwriting Unit, the Scheduling Office of the Secretary-General and the Administrative Unit.

1.66 The responsibilities of the Political, Peacekeeping, Humanitarian and Human Rights Unit and the Economic, Social and Development Affairs Unit include, inter alia, carrying out an advisory role on matters within their respective areas of responsibilities, acting as liaison with the departments or offices concerned, monitoring developments, reviewing reports to the Security Council and/or the General Assembly and ensuring follow-up on meetings of the Secretary-General and the Deputy Secretary-General.

1.67 In order to provide support for system-wide coordination, coherence and quality of rule of law activities of the United Nations, the Rule of Law Unit assists the Deputy Secretary-General as the United Nations system leader in matters related to the rule of law in furthering a strategic approach to the work of the Organization on the rule of law and in promoting the fundamental importance of the rule of law for dialogue and cooperation between Member States. Moreover, the Unit provides support to the Rule of Law Coordination and Resource Group and the Deputy Secretary-General as Chair of the Group in carrying out and implementing the tasks set out in the report of the Secretary-General (A/61/636).

1.68 The Policy Planning Unit provides support for the development of the policy priorities of the Secretary-General, including through its support and management of the Policy Committee and its role in the preparation of the Secretary-General's annual report on the work of the Organization.

1.69 The Coordination Unit carries out, inter alia, advisory and liaison functions with respect to matters related to management, oversight, conference support, safety and security, legal affairs, ethics and discipline. It also provides support to the Management Committee and Management Performance Board. The Unit, which includes the Central Records subunit, also ensures the effective management of correspondence for the Secretary-General and of the Executive Office of the Secretary-General.

1.70 The responsibilities of the Communications and Speechwriting Unit include the drafting of public statements and communications of the Secretary-General and the provision of advice, in consultation with the Department of Public Information, on issues related to communications strategy.

1.71 The Scheduling Office of the Secretary-General oversees the scheduling of meetings, events and travel of the Secretary-General, handling, in consultation with departments, offices and units, the requests for invitations and individual meetings. The responsibilities of the Office include preparation for scheduled activities (meetings, events, travels), including the consolidation of briefing materials, preparation of scenarios and the organization of the travel of the Secretary-General.

1.72 The Administrative Unit provides support to the Secretary-General and the Executive Office of the Secretary-General in the area of human resources, financial and budgetary management and general administration. The Unit also provides such support to the Ethics Office, the Office of the Administration of Justice and the Office of the United Nations Ombudsman and Mediation Services.

1.73 The distribution of resources of the Executive Office of the Secretary-General is reflected in table 1.21.

Table 1.21 **Resource requirements: Executive Office of the Secretary-General**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	23 309.3	23 309.3	80	80
Non-post	2 498.0	2 170.3	–	–
Subtotal	**25 807.3**	**25 479.6**	**80**	**80**
Other assessed	2 098.3	2 103.4	5	5
Extrabudgetary	39 965.4	31 699.7	36	36
Total	**67 871.0**	**59 282.7**	**121**	**121**

1.74 The proposed resources, amounting to $25,479,600, comprise $23,309,300 to provide for 80 posts (1 Deputy Secretary-General, 1 Under-Secretary-General, 1 Assistant Secretary-General, 5 D-2, 7 D-1, 8 P-5, 9 P-4, 5 P-3, 2 P-2, 5 General Service (Principal level) and 36 General Service (Other level)) and $2,170,300 in non-post resources to provide for other staff costs, official travel of staff, contractual services, general operating expenses and furniture and equipment. The reduction of $327,700 under non-post resources reflects the proposed reductions under other staff costs, travel of staff, contractual services, general operating expenses and furniture and equipment, which takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017, in line with General Assembly resolution 69/264.

1.75 Resources from the support account for peacekeeping operations estimated at $2,103,400, including five posts, would supplement the work of the Political, Peacekeeping, Humanitarian and Human Rights Unit on issues relating to peacekeeping.

1.76 Extrabudgetary resources estimated at $31,699,700 will be used to: (a) provide backing for the Global Compact initiative in facilitating cooperation among key stakeholders in support of United Nations goals; (b) provide assistance to the Secretary-General in the exercise of his good offices and peacemaking activities in all regions of the world; (c) provide for special projects to be undertaken by the Executive Office of the Secretary-General; (d) provide support for the activities of the United Nations High Representative for the Alliance of Civilizations; (e) provide support for the Secretary-General's priority agenda; and (f) promote the system-wide application of the human security approach across all three pillars of the Organization.

2. Office of the Director-General, United Nations Office at Geneva

Resource requirements (before recosting): $6,524,200

1.77 The Office of the Director-General of the United Nations Office at Geneva provides executive support to the Director-General in his functions as the representative of the Secretary-General in Switzerland, as executive head of the United Nations Office at Geneva and as designated official for security for Switzerland, as mandated and described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva (ST/SGB/2000/4).

1.78 The main functions of the Office include the following: providing executive support to the Director-General in the overall direction and management of the United Nations Office at Geneva and the coordination of activities; providing advice and support to the Director-General in the discharge of political and representational functions with Member States, regional and other

intergovernmental organizations, as well as in communications, public relations and outreach activities; developing cooperation with Geneva-based United Nations entities and partner organizations; providing assistance to the Director-General in building partnerships in support of the work of the Organization, including with civil society, the academic and research community, and the private sector; facilitating the participation of non-governmental organizations in the work of the United Nations, notably those in consultative status with the Economic and Social Council; representing the Legal Counsel in Geneva, providing assistance to the Director-General on all legal matters, and providing legal advice to the divisions and services of the United Nations Office at Geneva and to the funds and programmes in Geneva, and liaising with the host country and other authorities concerning privileges and immunities and implementation of headquarters agreements; and carrying out protocol and diplomatic liaison functions with permanent and observer missions and host country authorities, providing protocol advice to United Nations entities in Geneva and advice to the Geneva Diplomatic Committee. The Under-Secretary-General, Director-General of the United Nations Office at Geneva, carries out the functions of the Office as described in the Secretary-General's bulletin on the organization of the United Nations Office at Geneva (ST/SGB/2000/4). As the largest United Nations office after Headquarters, it is well positioned to continue actively to promote the role of the Organization, through effective liaison and representation, with permanent missions, the host Government and other Governments, and to develop initiatives to strengthen relationships and to exchange information between Geneva-based institutions and established European-based intergovernmental bodies, non-governmental organizations and other institutions.

1.79 The distribution of resources of the Office of the Director-General at Geneva is reflected in table 1.22.

Table 1.22 **Resource requirements: Office of the Director-General, United Nations Office at Geneva**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	6 353.8	6 353.8	17	17
Non-post	275.9	170.4	–	–
Subtotal	**6 629.7**	**6 524.2**	**17**	**17**
Extrabudgetary	795.9	840.6	3	3
Total	**7 425.6**	**7 364.8**	**20**	**20**

1.80 The proposed resources, amounting to $6,524,200, comprise $6,353,800 to provide for 17 posts (1 Under-Secretary-General, 2 D-1, 2 P-5, 2 P-4, 1 P-3, 1 P-2, 2 General Service (Principal level) and 6 General Service (Other level)) and $170,400 in non-post resources to provide for general temporary assistance, overtime, travel of staff, contractual services, hospitality, supplies and materials and furniture and equipment. The reduction of $105,500 reflects the discontinuation of non-recurrent requirements amounting to $63,500 for the abolishment of a post in 2014-2015 and the proposed reduction of $42,000 under non-post items, relating in part to travel of staff, contractual services, furniture and equipment, and supplies and materials, which takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017, in line with General Assembly resolution 69/264.

1.81 Extrabudgetary resources estimated at $840,600 will provide for the continuation of three temporary posts in support of the Legal Liaison Section and the Political Affairs and Partnerships Section.

3. Office of the Director-General, United Nations Office at Vienna

Resource requirements (before recosting): $2,483,500

1.82 The functions of the Office of the Director-General of the United Nations Office at Vienna are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Vienna (ST/SGB/2004/5). The coordination of the activities of the Office is entrusted to the Director-General, who is responsible for the Secretary-General's representation in Vienna, the executive direction and management of the United Nations Office at Vienna, including the Office for Outer Space Affairs and the United Nations Information Service, and the maintenance of liaison with the host Government and other Governments and intergovernmental and non-governmental organizations in Vienna. The responsibilities of the Director-General are combined with those of the Executive Director of the United Nations Office on Drugs and Crime. The Office of the Executive Director is integrated with that of the Director-General and is supported by resources of the United Nations Office on Drugs and Crime. The functions of the Office of the Director-General are as follows:

(a) To provide assistance to the Director-General in the executive direction and management of the United Nations Office at Vienna and in the coordination of the activities of its units;

(b) To cooperate with the host Government and to provide protocol services to the United Nations offices in Vienna, including processing letters of credentials for the heads of permanent missions in Vienna and maintaining liaison with non-governmental organizations in consultative status with the Economic and Social Council;

(c) To represent the Legal Counsel in Vienna and to provide assistance to the Director-General on all legal matters and legal services for entities of the United Nations Secretariat in Vienna;

(d) To arrange for representation of the United Nations at meetings and conferences held in Vienna;

(e) To coordinate with the United Nations Industrial Development Organization, the International Atomic Energy Agency (IAEA) and the Preparatory Commission of the Comprehensive Nuclear-Test-Ban Treaty Organization on common policy matters affecting the entities based in Vienna;

(f) To maintain liaison with the Executive Office of the Secretary-General and other Secretariat units at Headquarters.

1.83 The distribution of resources of the Office of the Director-General at Vienna is reflected in table 1.23.

Table 1.23 **Resource requirements: Office of the Director-General, United Nations Office at Vienna**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 350.3	2 350.3	9	9
Non-post	151.6	133.2	–	–
Total	**2 501.9**	**2 483.5**	**9**	**9**

1.84 The proposed resources, amounting to $2,483,500, comprise $2,350,300 to provide for nine posts (1 P-5, 2 P-4, 1 P-3, 1 General Service (Principal level) and 4 General Service (Other level)) and $133,200 in non-post resources to provide for general temporary assistance and overtime, travel of staff, general operating expenses, hospitality, supplies and materials, furniture and equipment and grants and contributions related to printing services provided by IAEA. The proposed decrease of $18,400 under non-post resources relates to travel of staff, other staff costs and furniture and equipment, which takes into account the anticipated impact of the approved standards of accommodation for air travel, and further efficiencies that the Office plans to bring about in 2016-2017.

4. Office of the Director-General, United Nations Office at Nairobi

Resource requirements (before recosting): $2,115,400

1.85 The functions of the Office of the Director-General of the United Nations Office at Nairobi are outlined in the Secretary-General's bulletin on the organization of the United Nations Office at Nairobi (ST/SGB/2009/3). The Director-General is responsible for all activities of the Office, serves as the representative of the Secretary-General and performs representation and liaison functions with the host Government, permanent missions and intergovernmental and non-governmental organizations based in Nairobi. The responsibilities also include the executive direction and management of the Office, including the programmes of administration and conference services, other support and common services, and the United Nations Information Centre in Nairobi. The functions of the Office are as follows:

(a) To provide assistance to the Director-General in all functions, including ad hoc responsibilities assigned by the Secretary-General;

(b) To cooperate with the host Government and to provide protocol services for the United Nations Office at Nairobi, including processing letters of credentials for the heads of permanent missions in Nairobi;

(c) To provide legal advisory services for the Office, the United Nations Environment Programme and the United Nations Human Settlements Programme;

(d) To maintain liaison with the Executive Office of the Secretary-General and Headquarters-based Secretariat units.

1.86 The distribution of resources of the Office of the Director-General at Nairobi is reflected in table 1.24.

Table 1.24 **Resource requirements: Office of the Director-General, United Nations Office at Nairobi**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	1 920.9	1 920.9	7	7
Non-post	211.2	194.5	–	–
Total	**2 132.1**	**2 115.4**	**7**	**7**

1.87 The proposed resources, amounting to $2,115,400, comprise $1,920,900 to provide for seven posts (1 Under-Secretary-General, 1 D-1, 2 P-4 and 3 Local level) and $194,500 in non-post resources

related to other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment. The decrease of $16,700 reflects proposed reductions under hospitality and travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017, in line with General Assembly resolution 69/264.

D. Office of the Special Representative of the Secretary-General for Children and Armed Conflict

Resource requirements (before recosting): $3,670,400

1.88 The overarching objective of the work of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is to promote the protection of all children affected by armed conflict. This objective is in line with various General Assembly resolutions and, more recently, the commitment of Member States to promote and protect the rights and welfare of children in armed conflicts and other legal frameworks and initiatives.

1.89 The initial mandate of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is reflected in General Assembly resolution 51/77, which results from a comprehensive report on the impact of armed conflict on children (see A/51/306 and Add.1). The Assembly has since extended the mandate of the Special Representative on six occasions, most recently in its resolution 69/157. The current mandate expires in December 2017 and will be subject to review by the Assembly at its seventy-second session.

1.90 Key elements of the mandate of the Special Representative are: (a) to serve as a moral voice and independent advocate for the protection and well-being of children affected by armed conflict; (b) to advocate for, build awareness about and give prominence to the rights and protection of children affected by armed conflict; (c) to work with United Nations partners, Governments, civil society and pertinent intergovernmental bodies to propose ideas and approaches to enhance the protection of children with a view to ending impunity from grave violations and to promote a more concerted protection response; and (d) to undertake humanitarian and diplomatic initiatives to facilitate the work of operational actors on the ground with regard to children affected by armed conflict.

1.91 In addition, the Security Council, in successive resolutions (see resolutions 1261 (1999), 1314 (2000), 1379 (2001), 1460 (2003), 1539 (2004), 1612 (2005), 1882 (2009), 1998 (2011), 2068 (2012) and 2143 (2014)), called upon the Secretary-General to take measures for the protection of children in armed conflict and has called for annual reports on the implementation of such measures. The Council, in its resolution 1379 (2001), also requested the Secretary-General to list parties to armed conflict that recruit or use children. In its resolution 1612 (2005), the Council called for the implementation of a monitoring and reporting mechanism on children and armed conflict, and the creation of a Security Council working group to review the reports stemming from the mechanism. In its resolution 1882 (2009), the Council requested the Secretary-General to expand the criteria for the listing of parties in the annexes to his annual report on children and armed conflict in order to include not only those who recruit and use children but also those who engage, in contravention of applicable international law, in patterns of killing and maiming of children and/or rape and other sexual violence against children in situations of armed conflict. In its resolution 1998 (2011), the Council requested the Secretary-General to further expand the criteria for listing parties in the annexes of his report to include those parties that engage, in contravention of applicable international law, in recurrent attacks on schools and/or hospitals and in recurrent attacks or threats of attacks against protected persons in relation to schools and/or hospitals in situations of armed conflict. The Council further reaffirmed earlier calls upon parties

to conflict to enter into negotiation with the United Nations for the development of action plans to end the recruitment and use of children and other violations for which they have been listed. These resolutions have underscored the importance of the provision of training on child rights and child protection for all personnel involved in United Nations peacekeeping, peacebuilding and political missions. In its resolution 2068 (2012), the Council requested the Secretary-General to continue to submit annual reports to the Council on the implementation of its resolutions and presidential statements on children and armed conflict. In its resolution 2143 (2014), the Council further enhanced the mandate to include reporting on the military use of schools.

1.92 The Office of the Special Representative has been given the lead responsibility for following up and mainstreaming the implementation of the aforementioned resolutions of the Security Council. The Office is charged with drafting, in consultation with relevant partners, the Secretary-General's annual reports to the Council on children and armed conflict and the reports to the Council's working group on children and armed conflict. The Special Representative prepares and presents an annual report to the Human Rights Council in Geneva and contributes to its respective tools and mechanisms upon request. The Special Representative, as the convenor of the United Nations Headquarters Task Force on Children and Armed Conflict, ensures that there is a consultative process in the compilation of the Secretary-General's reports and that timely, reliable and high-quality reports are prepared. Since 2006, the Working Group of the Security Council on Children and Armed Conflict has received 50 reports (as at December 2014) on children and armed conflict in situations of concern, and has issued 45 conclusions and recommendations emanating from the review of these reports. The order of reports and rhythm of submissions is determined by the Working Group, including the time between the issuance of a report and the adoption of the Working Group's conclusions.

1.93 The implementation of Security Council resolutions 1882 (2009), 1998 (2011) and 2143 (2014) has required further substantive support and demand for guidance, including the development of field guidance for child protection practitioners on monitoring, advocacy and development of action plans on attacks on schools and hospitals, and further commitments regarding the military use of schools. This has necessitated outreach to new United Nations system partners, such as the United Nations Educational, Scientific and Cultural Organization and the World Health Organization, as well as non-governmental organization stakeholders in the field. The development and negotiation of action plans related to attacks on schools and hospitals is now entering the implementation phase and would require additional support. In order to further the implementation of resolutions 1379 (2001) and 1612 (2005), and build upon current international consensus, the campaign "Children, Not Soldiers" was launched in 2014 with the United Nations Children's Fund, in which the Office of the Special Representative provides assistance to Governments to stop the recruitment and use of children.

1.94 In pursuing the objective of the programme of work, the Office of the Special Representative will adopt the following strategic approaches:

(a) Monitoring the situation of children affected by armed conflict and reporting to the General Assembly, the Security Council, the Human Rights Council and other destinations for action;

(b) Engaging in high-level advocacy to promote awareness of and support for global initiatives to end grave violations against children affected by armed conflict;

(c) Working in consultation and partnership with key stakeholders, including Member States, regional and subregional organizations, United Nations system partners, civil society and non-governmental organizations. Efforts will be made to mainstream the issue of children and armed conflict into the policy and strategic planning of those bodies. A strategic priority of the Special Representative of the Secretary-General is the strengthening of engagement

with regional and subregional political and military organizations. Using as a model the successful collaboration with both the European Union and the North Atlantic Treaty Organization, political commitments have also been secured with the African Union and the League of Arab States for the mainstreaming of child protection policies in these regional bodies, and work plans with the Office of the Special Representative have been agreed. As part of these efforts the Special Representative will advocate with donors to increase their support for strengthened child protection capacity in these regional organizations;

(d) Creating awareness about other protection issues related to children and armed conflict, including post-conflict situations and the specific needs of internally displaced and refugee children, the girl child and related concerns, the deliberate targeting of children by extremists groups, and in compliance with the request of the General Assembly, inputting into guidelines and reports on the detention of children for alleged association with armed groups;

(e) Making children and armed conflict concerns an integral part of peacemaking, peacekeeping and peacebuilding;

(f) Mobilizing support for immediate and sustained follow-up to action plans signed with parties to conflict and the United Nations with a view to the timely delisting of parties that have fully complied with action plans.

1.95 As the Office of the Special Representative does not have an operational presence in countries of concern, country visits of the Special Representative to engage actors directly to provide assistance to children affected by armed conflict are essential for the Special Representative to carry out the mandate. During these visits, the Special Representative meets with Governments, parties to conflict, United Nations country teams, civil society organizations and often the victims themselves. The visits, which are coordinated with the United Nations presence on the ground, also provide political support for the release and reintegration of conflict-affected children.

1.96 The Office of the Special Representative provides assistance to the Under-Secretary-General in discharging his or her responsibilities and in meeting the expected accomplishments indicated under the programme of work. The Office also participates, in coordination with United Nations partners, in the training of Child Protection Advisers and Officers, primarily in the peacekeeping and special political missions. The increased number of Security Council resolutions on children and armed conflict since 2005 has made Council follow-up more complex, increased the reporting requirements and resulted in the need for greater liaison and support provided to country task forces on monitoring and reporting and action plan follow-up. Where relevant, the participation of officers in initial fact-finding missions in emerging situations or in commissions of inquiry, where formal monitoring and reporting mechanisms have not been established, is also undertaken.

Table 1.25 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To support global initiatives to end grave violations against children in situations of armed conflict

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Greater awareness, political support and global action for the rights of children affected by armed conflict	(i) Provision of timely, accurate and objective information, including through the monitoring and reporting mechanism, as called for in Security Council resolutions 1612 (2005), 1882 (2009), 1998 (2011) and 2143 (2014) [Percentage of reports compliant with the requests of the Working Group of the Security Council on Children and Armed Conflict]	Target	100	100	–
		Estimate		100	100
		Actual			100
	(ii) Support for the signing and implementation of action plans between the United Nations and parties to conflict to end the recruitment and use of children and other grave violations [Number of action plans signed]	Target	2	8	7
		Estimate		2	8
		Actual			5
	(iii) Work with parties on the implementation of action plans towards the delisting of parties of grave violations against children [Number of parties delisted]	Target	2	8	5
		Estimate		1	2
		Actual			2
(b) Effective provision of political leadership and advocacy, in consultation with partners, for the rights of all children in situations of armed conflict, including through good offices with Member States	(i) Percentage of States Members of the United Nations that ratified the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict	Target	90	90	90
		Estimate		83	77
		Actual			77
	(ii) Increased number of inputs to related bodies on the rights of children in situations of armed conflict for, inter alia, the Human Rights Council, the Committee on the Rights of the Child, the universal periodic review process and special procedures mechanisms	Target	20	15	16
		Estimate		18	15
		Actual			11
(c) Mainstreaming of children and armed conflict concerns, especially in peacemaking, peacekeeping and peacebuilding, and with regional and subregional organizations	(i) Increased percentage of Security Council resolutions that deal with situations of concern in the Secretary-General's annual report on children and armed conflict referring to or containing specific language on child protection and armed conflict	Target	85	60	–
		Estimate		80	50
		Actual			74

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2016-2017	2014-2015	2012-2013
	(ii) Number of high-level meetings to raise awareness about child protection issues, towards the development and implementation of strategies for increased cooperation with regional organizations	Target	10	5	–
		Estimate		10	2
		Actual			6

External factors

1.97 The programme of work is expected to achieve its objective and expected accomplishments on the assumption that States see a convergence between their national interests and the upholding of the international protection regime, and that there is continued political will on the part of all stakeholders to work towards ending the impunity of persistent violators of children's rights in situations of armed conflict.

Outputs

1.98 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings related to reports to the General Assembly, the Security Council and the Human Rights Council on children and armed conflict (12);

(ii) Parliamentary documentation:

a. Comprehensive annual report of the Special Representative of the Secretary-General on children and armed conflict to the General Assembly (2);

b. Annual report of the Secretary-General to the Security Council (2);

c. Annual report of the Special Representative to the Human Rights Council (2);

d. Reports on situations of concern, as required by the Working Group of the Security Council on Children and Armed Conflict (approximately 8);

e. Periodic global "horizontal notes" to the Working Group of the Security Council on Children and Armed Conflict (8);

(b) Other substantive activities (regular budget):

(i) High-level missions and meetings on behalf of the Secretary-General resulting in commitments by parties to end abusive practices, including in support of the "Children, Not Soldiers" campaign (15);

(ii) Briefings and consultations with Member States and regional organizations resulting in consolidated support for the agenda (25);

(iii) Implementation of communications strategy to enhance advocacy efforts, including: maintenance of the website of the Office of the Special Representative of the Secretary-General on Children and Armed Conflict in six languages; press releases (50) and press conferences (15); the development and dissemination of brochures and other communications tools to partners and targeted audiences (6); production of multimedia communications materials (10); special events and regular briefings of civil society groups, including students and academics (40);

(iv) Organization of meetings of the Headquarters Task Force on Children and Armed Conflict (4);

(v) Training and sensitization of Child Protection Advisers and United Nations country task forces on the monitoring and reporting mechanism by the staff of the Office and provision of support to the Department of Peacekeeping Operations on the development of predeployment training modules for police and other personnel;

(vi) Provision of policy support and advocacy on issues relating to children and armed conflict to Secretariat staff as required, with a view to the further mainstreaming of protection and reintegration issues in peacekeeping and peacebuilding operations, including Child Protection Advisers and child protection focal points;

(vii) Participation in and contributions to inter-agency task force meetings and other meetings (15);

(viii) Development of legal, monitoring and advocacy guidance on relevant issues in the form of field guidance notes and best practice publications in conjunction with United Nations agencies and other partners (2);

(c) Other substantive activities (extrabudgetary):

(i) Briefing materials and guidance tools developed for use by regional organizations for enhancing a child protection perspective in their operations, including the provision of documentation in local languages (3);

(ii) Working paper on a topic to be selected with partners on issues of concern where greater advocacy focus/attention is needed (1).

1.99 The distribution of resources of the Office of the Special Representative of the Secretary-General for Children and Armed Conflict is reflected in table 1.26.

Table 1.26 **Resource requirements: Office of the Special Representative of the Secretary-General for Children and Armed Conflict**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 177.0	3 177.0	10	10
Non-post	546.3	493.4	–	–
Subtotal	**3 723.3**	**3 670.4**	**10**	**10**
Extrabudgetary	689.0	940.0	–	–
Total	**4 412.3**	**4 610.4**	**10**	**10**

1.100 The proposed resources, amounting to $3,670,400, comprise $3,177,000 to provide for 10 posts (1 Under-Secretary-General, 1 P-5, 2 P-4, 3 P-3, 1 General Service (Principal level) and 2 General Service (Other level)) and $493,400 in non-post resources to provide for other staff costs, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment. The decrease of $52,900 reflects the proposed reductions under contractual services and travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

1.101 Extrabudgetary resources, estimated at $940,000, would provide support for: (a) knowledge-sharing and research; (b) systematic outreach with Member States and civil society groups to raise global awareness; and (c) capacity-building and technical consultations; (d) participation in fact-finding missions and/or commissions of inquiry in emerging situations of concern; and (e) the further strengthening of engagement with regional and subregional political and military organizations for increased awareness about and mainstreaming of child protection policies.

E. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict

Resource requirements (before recosting): $3,297,300

1.102 In its resolution 65/259, the General Assembly decided to establish the mandate of the Special Representative of the Secretary-General on Sexual Violence in Conflict. The Office was established pursuant to paragraph 4 of Security Council resolution 1888 (2009), in which the Council requested the Secretary-General to appoint a Special Representative to provide coherent and strategic leadership, to work effectively to strengthen existing United Nations coordination mechanisms and to engage in advocacy efforts, inter alia, with Governments, including military and judicial representatives, as well as with all parties to armed conflict and civil society, in order to address, at both Headquarters and the country level, sexual violence in armed conflict, while promoting cooperation and coordination of efforts among all relevant stakeholders, primarily through the 13-member inter-agency initiative entitled "United Nations Action against Sexual Violence in Conflict (UN Action), which is led by the Special Representative.

1.103 Conflict-related sexual violence remains underreported and insufficiently addressed because of the stigma associated with rape, piecemeal services for survivors, weak protection mechanisms and inadequate rule of law and judicial responses. Against this backdrop and in line with Security Council resolutions 1888 (2009) and 1960 (2010), the role of the Special Representative of the Secretary-General and that of her Office is, inter alia, to: (a) give victims and affected communities a voice; (b) mobilize the political will and action of the international community, in particular to address the impunity of perpetrators of violations; (c) foster collaboration and partnerships and broaden the circle of stakeholders on the issue; (d) coordinate advocacy and programmatic responses, in particular in the United Nations system; (e) ensure more reliable and comprehensive data on sexual violence in conflict as a basis for action at all levels; and (f) disseminate information and knowledge on approaches and best practices to address sexual violence in conflict.

1.104 The Office fills the critical gap that has existed in terms of ensuring concerted and effective coordinated engagements with Member States, the Security Council, the General Assembly, United Nations actors, non-governmental organizations, civil society and a diverse cross-section of high-level interlocutors, from political leaders to military officers, and from warlords to women's groups, on this issue.

1.105 The Special Representative also provides substantive advice to the Security Council in the conceptual development of further resolutions to strengthen the agenda in this area, including criteria for listing, delisting and potentially relisting armed groups credibly suspected of committing patterns of sexual violence, as called for in Council resolution 1888 (2009). A Team of Experts on sexual violence in conflict that is deployed rapidly to situations of particular concern to assist national authorities, at their request, in strengthening the rule of law and addressing the cycle of impunity for conflict-related sexual violence, also reports to the Special Representative. The Council, in its resolution 1960 (2010), requested the Secretary-General to establish an accountability architecture on sexual violence in armed conflict. The key elements of this

architecture are a mandate to list perpetrators of sexual violence and establish a monitoring and analysis mechanism, as well as dialogue with parties for commitments, and sanctions against perpetrators. The Special Representative, in collaboration with other United Nations system players, is responsible for ensuring implementation of the operational elements of resolution 1960 (2010) and other resolutions dealing with sexual violence in armed conflict. The most recent Council resolution (resolution 2106 (2013)), presents a comprehensive framework for prevention and calls for integrating sexual violence concerns in critical peace and security areas, such as peace processes and cease-fire agreements, as well as security sector reform and disarmament, demobilization and reintegration processes, and engaging State and non-State armed actors for concrete protection commitments which explicitly take into account sexual violence considerations.

1.106 The work of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict revolves around strategic actions which constitute a six-point priority agenda: (a) ending impunity and focusing on means to bring perpetrators to justice; (b) empowering women; (c) mobilizing political leadership; (d) increasing recognition of rape as a tactic and consequence of conflict; (e) ensuring a more coherent and coordinated response from the United Nations system; and (f) deepening engagement with national and regional actors to foster national ownership, leadership and responsibility in the fight to put an end to this scourge.

1.107 In pursuing the objectives of the programme of work for the biennium 2016-2017, the Special Representative will engage in dialogue with armed groups to: (a) gain specific protection commitments; (b) ensure the implementation of the monitoring, analysis and reporting system to gain specific information on perpetrators and violations (pursuant to Security Council resolution 1888 (2009)); and (c) engage regional and subregional security bodies to bolster their sexual violence prevention capacity and to share good practices and lessons learned. In addition, she will: (a) engage regional and national actors in training in prevention and response to conflict-related sexual violence for peacekeeping personnel; and (b) review existing early warning and peace consolidation indicators to assess whether sexual violence is adequately captured, both as an early warning indicator of instability and to ensure adequate responses to spikes in sexual violence. The Special Representative will also: (a) promote joint programming by the United Nations system, in keeping with "One United Nations" principles, involving peace and security, humanitarian affairs, human rights and development actors; (b) submit annual reports on the implementation of Council resolutions 1820 (2008), 1888 (2009), 1960 (2010) and 2106 (2013); (c) ensure that mission-wide "protection of civilian" strategies include the prevention of sexual violence as a key component; and (d) ensure the deployment of the Team of Experts to countries of concern.

1.108 The Office of the Special Representative does not have an operational presence in countries away from Headquarters. The resolutions which have been adopted by the Security Council must be complemented at the country level by intense and concerted engagements, which are required to ensure that laws are enacted and policies, programmes and projects are undertaken to address the scourge of sexual violence. Country visits of the Special Representative to meet with Governments, parties to conflict, United Nations country teams and civil society organizations in order to observe first-hand the situation on the ground are essential for the Special Representative to carry out her mandate. These missions, together with the technical-level missions conducted by the Office have also proven to be crucial for obtaining commitments from parties to conflict to prevent and address sexual violence in armed conflict, and to advocate for the rights of victims impacted by conflict, and for medical, legal, and psychosocial services for the women, children and men who are the survivors of sexual violence. In its resolutions 1888 (2009) and 1960 (2010) the Council requested the inclusion of Women Protection Advisers, who are now present in a number of peacekeeping and special political missions, and receive guidance from the Office of the Special Representative, work closely with that Office in the implementation of the accountability architecture, and work to obtain data and best practices for a concerted response to

sexual violence. The Office of the Special Representative participates in the training of Women Protection Advisers and in technical assessment and fact-finding missions to the field. Through diplomatic initiatives, the Special Representative facilitates the efforts of operational actors on the ground, paving the way politically for the development of comprehensive strategies to combat sexual violence and for the deployment of experts to address impunity.

1.109 The Office of the Special Representative assists the Under-Secretary-General in discharging her responsibilities and in meeting the expected accomplishments indicated under the programme of work. In addition to the core posts approved by the General Assembly, the Office includes staff of the Team of Experts on Rule of Law-Sexual Violence in Conflict, mandated by the Security Council in its resolution 1888 (the team leader at the D-1 level, 1 position at the P-4 level and 1 position at the General Service (Other level)), and the secretariat of UN Action, which is comprised of three staff members (1 P-5, 1 P-4 and 1 General Service (Other level)) and provides support to the Special Representative in ensuring the delivery of a holistic, comprehensive response to conflict-related sexual violence.

1.110 In line with its global mandate, the Office of the Special Representative has also deepened its engagement with regional actors, including the African Union, the European Union, the Economic Community of West African States and the International Conference on the Great Lakes Region. This has led to the development of joint strategies to eradicate conflict-related sexual violence and collaboration in a number of overarching priority areas linked to the mandate of the Special Representative. Security Council resolution 2106 (2013) reinforces the idea that it is essential to empower those on the front lines of protection and prevention, namely, civil society organizations and networks, including religious and traditional leaders who are influencers of change in communities. These are among some of the key actors with whom the Office of the Special Representative will focus on engaging during the biennium.

Table 1.27 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To prevent and address conflict-related sexual violence by empowering and protecting the rights of civilians, particularly women and girls

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Operationalization of the accountability system outlined in Security Council resolution 1960 (2010)	Actual commitments obtained, including from Governments and parties to conflict, perpetrators of sexual violence listed and/or implementation plans developed and under way	Target	5	3	3
		Estimate		4	3
		Actual			3
(b) Systematic reporting of incidents and trends	Establishment of monitoring and reporting arrangements	Target	5	–	–
		Estimate		3	–
		Actual			2
(c) Enhanced support and capacity-building to national Governments to address sexual violence	(i) Deployment of the Team of Experts and other expertise to situations of concern	Target	40	6	3
		Estimate		40	4
		Actual			7

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
	(ii) Number of projects developed and implemented in situations of concern	Target	4	6	3
		Estimate		5	3
		Actual			3
(d) Greater awareness of the work of the mandate and visibility on issues related to conflict-related sexual violence	Increased number of articles referencing the mandate of the Special Representative of the Secretary-General and on sexual violence in conflict	Target	50	18	15
		Estimate		30	15
		Actual			30
(e) Enhanced political action and engagement, and international cooperation with regional, governmental and intergovernmental entities to address conflict-related sexual violence	(i) Increased number of frameworks of cooperation	Target	4	–	–
		Estimate		–	–
		Actual			–
	(ii) Number of high-level meetings to raise awareness about conflict-related sexual violence issues	Target	40	–	–
		Estimate		–	–
		Actual			–

External factors

1.111 The Office of the Special Representative is expected to achieve its objective and expected accomplishments on the assumption that: (a) Member States and key stakeholders see a convergence between their national interests and the upholding of the international protection regime; and (b) there is continued political will on the part of all stakeholders to work towards preventing and ending the impunity of persistent perpetrators of sexual violence in situations of armed conflict.

Outputs

1.112 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings of the Security Council on the annual report of the Secretary-General on sexual violence in conflict (4);

(ii) Parliamentary documentation: annual reports of the Secretary-General to the Security Council on sexual violence in conflict (2);

(b) Other substantive activities (regular budget):

(i) Regular briefings to the Security Council and Member States and other external parties in situations of concern (12);

(ii) Continuous dialogue with parties to armed conflict to elicit time-bound protection commitments;

(iii) Contribution to the development of training modules for the predeployment training of peacekeepers (5);

(iv) Workshops and events to disseminate information on the work of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (10);

(v) Briefings and meetings with parties in situations of concern (10);

thematic reports on priority areas of concern. Moreover, with a view to mobilizing political action and social support for the prevention and elimination of violence against children, communication tools, including a website, Facebook and Twitter accounts, and child-friendly versions of information materials have been developed and widely disseminated.

1.123 The Office of the Special Representative does not have an operational field presence. In order to advance national progress and consolidate country initiatives, and to bring the mandate closer to national stakeholders and the public at large, the Special Representative undertakes field missions and promotes and provides support for international, regional and national initiatives and consultations to foster implementation of the recommendations of the United Nations study on violence against children and to address persisting and emerging concerns about violence against children. These initiatives will be further pursued in 2016-2017.

1.124 Pursuant to the recommendations contained in General Assembly resolution 67/152, the Special Representative will build upon the significant progress achieved in the first five years of the mandate and further expand crucial areas of action. Violence prevention and children's protection have gained momentum, including as a result of the twenty-fifth anniversary of the Convention on the Rights of the Child and the process supporting the shaping of the post-2015 development agenda. This action will be continued into the implementation phase of the sustainable development goals during 2016-2017 and other efforts for violence protection and elimination will be further promoted through enhanced partnerships within and beyond the United Nations system, including with the engagement of regional organizations and institutions, relevant actors throughout society and the active participation of young people.

1.125 The results achieved and the lessons learned in the first phase of the Special Representative's mandate provide a sound foundation for sustaining investments, re-energizing efforts, addressing emerging concerns and promoting a paradigm shift in the safeguarding of children from violence. The period ahead will build upon the adoption of the post-2015 sustainable development goals and will be a highly strategic phase for further promoting comprehensive, well-coordinated and adequately funded national agendas on violence against children, and for strengthening children's legal protection from all forms of violence, including harmful practices and incidents of violence in care and justice institutions. The Special Representative will continue to advocate for policy and law reform through debates and discussions in United Nations and regional forums, and through the provision of technical advice to Governments and policy dialogue with them. Moreover, the Special Representative will continue to raise awareness and provide guidance through: (a) field missions; (b) advocacy on themes of special concern, such as the prevention of child abuse online, children's protection from violence in education settings and in sports, and the role of the media in violence prevention and response; (c) the promotion of research and the development of thematic reports; and (d) the organization of expert consultations and regional meetings to promote the cross-fertilization of experience and accelerate progress in children's protection.

Table 1.29 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To launch and support global initiatives to promote the prevention and elimination of violence against children and increase awareness, political support and global action for the protection of children from all forms of violence

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Consolidation of the human rights foundation of children's freedom from violence through policy dialogue and technical assistance	Increased number of ratifications of the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography	Target	183	173	–
		Estimate		173	163
		Actual			166
(b) Strengthened national commitment to children's protection from violence through advocacy, high-level policy dialogue and technical support to Member States	(i) Increased number of national strategies on violence against children adopted by Member States	Target	105	96	–
		Estimate		96	81
		Actual			81
	(ii) Increased number of national legislation on violence against children adopted by Member States	Target	54	44	–
		Estimate		47	34
		Actual			34
	(iii) Increased number of high-level policy meetings organized by national authorities and regional organizations on violence against children to enhance policy action	Target	70	60	–
		Estimate		60	40
		Actual			40
(c) Increased awareness and consolidation of knowledge for the prevention and elimination of the various manifestations of violence against children and monitoring of progress achieved, through advocacy and communication	(i) Increased number of high-level regional consultations organized by Member States on violence against children	Target	15	10	–
		Estimate		10	7
		Actual			7
	(ii) Increased number of thematic studies on violence-related concerns	Target	16	12	–
		Estimate		10	4
		Actual			5
	(iii) Increased number of followers in social media platforms	Target	4 000	1 040	–
		Estimate		1 800	800
		Actual			1 093
(d) Strengthened partnerships with regional organizations, bodies and institutions to maximize engagement with Governments through the promotion of cross-fertilization of experience and support for enhanced national action for children's protection from violence	(i) Increased number of policy frameworks developed by regional organizations and institutions for the protection of children from violence	Target	15	12	–
		Estimate		12	7
		Actual			7
	(ii) Increased number of monitoring initiatives by regional organizations, including regional studies on violence against children	Target	12	10	–
		Estimate		10	3
		Actual			3
	(iii) Increased number of cross-fertilization initiatives within and between regions on violence against children	Target	14	10	–
		Estimate		10	6
		Actual			6

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(e) Enhanced partnerships for the prevention and elimination of violence against children through strategic alliances within and beyond the United Nations system, including with Member States, national institutions, civil society organizations and child-led organizations	(i) Increased number of interagency initiatives through joint knowledge-building efforts, support for capacity-building and policy, and advocacy developments on children's protection from violence	Target	6	4	–
		Estimate		4	2
		Actual			2
	(ii) Increased number of initiatives undertaken by the non-governmental organization International Council on Violence against Children to enhance advocacy on children's protection from violence and strengthen collaboration with civil society partners	Target	15	12	–
		Estimate		10	4
		Actual			6
	(iii) Increased number of child-friendly publications to enhance child participation in action to combat violence against children	Target	6	4	–
		Estimate		4	2
		Actual			2

External factors

1.126 The Office of the Special Representative is expected to achieve its objective and expected accomplishments on the assumption that: (a) Member States and key stakeholders see a convergence between their national interests and the upholding of international children's rights standards and child protection concerns; (b) continued political will and engagement are ensured by all stakeholders to pursue their commitments towards the prevention and elimination of all forms of violence against children in all settings and advance implementation of the recommendations of the United Nations study on violence against children; and (c) emerging manifestations of violence and external factors exposing children to the risk of violence are effectively addressed by Member States and other relevant stakeholders across regions.

Outputs

1.127 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings of reports of the Special Representative to the General Assembly (8) and the Human Rights Council (4);

(ii) Parliamentary documentation: annual report of the Special Representative of the Secretary-General on violence against children to the General Assembly (2); annual report of the Special Representative of the Secretary-General on violence against children to the Human Rights Council (2); reports on thematic topics pertaining to the protection of children from violence, including in the framework of reporting to the General Assembly and the Human Rights Council (4);

(b) Other substantive activities (regular budget):

(i) Periodic briefings with Member States (30);

(ii) Field missions and high-level discussions held with national authorities and institutions (24);

(iii) High-level meetings, expert consultations and events with national authorities, United Nations partners, regional organizations and civil society partners (14);

(iv) Initiatives to accelerate progress in the universal ratification campaign (4);

(v) Expert discussions held with human rights bodies and mechanisms and with partners to support standard-setting initiatives (2);

(vi) Development of advocacy and communication tools, including provision of support for information hub, web child-friendly materials (2), videos (20), brochures (3), opinion and expert articles (8) and newsletters (4);

(vii) Provision of substantive support for the development of political commitments/policy frameworks, monitoring initiatives and studies at the regional level (4);

(viii) Organization and chairing of periodic meetings of the Inter-agency Working Group on Violence against Children (4) and follow-up on its conclusions and recommendations;

(ix) Development and provision of support for research and advocacy materials to strengthen children's protection from violence (6);

(x) Periodic meetings with child-led organizations (4).

1.128 The distribution of resources of the Office of the Special Representative of the Secretary-General on Violence against Children is reflected in table 1.30.

Table 1.30 **Resource requirements: Violence against children**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 324.8	3 324.8	10	10
Non-post	1 599.0	1 537.6	–	–
Subtotal	**4 923.8**	**4 862.4**	**10**	**10**
Extrabudgetary	–	1 500.0	–	–
Total	**4 923.8**	**6 362.4**	**10**	**10**

1.129 The proposed resources, amounting to $4,862,400, comprise $3,324,800 to provide for 10 posts (1 Assistant Secretary-General, 1 P-5, 3 P-4, 3 P-3, 1 General Service (Principal level) and 1 General Service (Other level)) and $1,537,600 in non-post resources to provide for other staff costs, consultants, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment. The decrease of $61,400 reflects the proposed reductions under general operating expenses and travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

1.130 During the biennium 2016-2017, extrabudgetary resources estimated at $1,500,000 will make it possible to enhance the impact and outreach of the Office and strengthen the implementation of its programme of work, and to increase the provision of technical advice and support to Member States, regional organizations and other partners.

G. Office of the United Nations Ombudsman and Mediation Services

Resource requirements (before recosting): $7,299,000

1.131 The Office of the United Nations Ombudsman was established by the Secretary-General in 2002 pursuant to General Assembly resolutions 55/258 and 56/253. The Office was strengthened by Assembly resolutions 61/261 and 62/228 to create a single integrated and geographically decentralized Office covering the United Nations Secretariat, the funds and programmes of the United Nations and the Office of the United Nations High Commissioner for Refugees (UNHCR). Moreover, a Mediation Service was established, thus forming the Office of the United Nations Ombudsman and Mediation Services. The terms of reference of the Office are set out in the Secretary-General's bulletin on the Office of the Ombudsman (ST/SGB/2002/12) and are in the process of revision in compliance with the request of the Assembly contained in paragraph 32 (c) of its resolution 61/261.

1.132 In paragraph 15 of its resolution 69/203, the General Assembly reaffirmed that the informal resolution of conflict is a crucial element of the system of administration of justice and emphasized that all possible use shall be made of the informal system in order to avoid unnecessary litigation. The Office of the United Nations Ombudsman and Mediation Services ensures that the United Nations Secretariat staff globally are provided with access and opportunity to resolve their workplace-related concerns through informal means. By contributing to more collaboration and harmony in the workplace, the Office makes an essential contribution to the effective and efficient functioning of the Organization.

1.133 In 2014 the Office provided informal conflict resolution services in over 1,600 cases from within the United Nations Secretariat, representing a slight increase as compared to 2013. Overall, utilization trends remain stable, with a large number of cases emanating from field operations. In addition to the regional ombudsman's offices in Bangkok, Geneva, Nairobi, Santiago and Vienna, there are two regional offices serving peacekeeping missions. One of them was originally located in Kinshasa, primarily to serve staff of the peacekeeping mission in the Democratic Republic of the Congo, but was moved to Goma in 2014 as a result of the reconfiguration of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo. The other regional office, located in Entebbe, Uganda, primarily serves the African Union-United Nations Hybrid Operation in Darfur, the United Nations Mission in South Sudan, the United Nations Interim Security Force for Abyei and United Nations entities in Entebbe. With its geographically decentralized presence, the Office has become a well-established and sought after resource for staff and managers, providing assistance to resolve conflicts at an early stage and preventing escalation. The Office also liaises closely with the formal system through its Mediation Service, accepting cases referred by the United Nations Dispute Tribunal.

1.134 In order to ensure that all staff members are provided with optimal services irrespective of location, ombudsmen and mediators frequently visit field missions and other duty stations, often at the request of management. Staff members in the field are often working under difficult conditions and conflicts tend to escalate easily, posing the risk of significant disruptions in the workplace. However, access to in-person services remains difficult for staff in the field, in particular in special political missions. This challenge has also been recognized by the General Assembly in paragraph 21 of its resolution 69/203.

1.135 The Office is putting increasing emphasis on integrating skill-building elements into its regular activities, with the aim of enhancing conflict competence, strengthening the ability of staff and managers to cope with conflict situations in a constructive manner. The value of adopting such skills in order to prevent conflicts has been recognized by the General Assembly in paragraph 23 of its resolution 69/203.

Table 1.31 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Effective functioning of the Organization by enhancing harmony in the workplace through an efficient and effective option for staff to seek redress of grievances

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Enhanced informal resolution of potential conflicts globally	Number of cases in which the Ombudsman assisted or facilitated resolution	Target	2 000	2 000	2 000
		Estimate		2 000	2 000
		Actual			3 073
(b) Greater awareness among staff and managers about the benefits of collaborative approaches to conflict resolution and conflict competence	Number of outreach activities undertaken to enhance preventive conflict resolution skills	Target	100	100	–
		Estimate		100	–
		Actual			–
(c) Greater awareness of the root causes of conflict in particular areas	Feedback on systemic observations through the Office's annual activity report	Target	2	–	–
		Estimate		2	–
		Actual			2

External factors

1.136 The Office of the Ombudsman is expected to achieve its objective and expected accomplishments on the assumption that: (a) all parts of the Organization recognize the value of resolving disputes informally and are willing to engage in the informal process; (b) staff and management are committed to resolving disputes on a timely basis; (c) staff contact the Office at an early stage of the dispute; and (d) the security situation allows for visits to field missions.

Outputs

1.137 During the biennium 2016-2017, the following outputs will be delivered (regular budget and other assessed):

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings of the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions (8);

(ii) Parliamentary documentation: annual report to the General Assembly on the activities of the Office (2);

(b) Other substantive activities (regular budget and other assessed):

(i) Provision of informal conflict resolution services (2,000);

(ii) Identification of root causes of conflict and provision of feedback to stakeholders;

(iii) Awareness-raising activities on collaborative conflict resolution and enhancement of preventive skills through casework, systemic feedback and outreach activities (100).

1.138 The distribution of resources of the Office of the United Nations Ombudsman and Mediation Services is reflected in table 1.32.

Table 1.32 **Resource requirements: Office of the United Nations Ombudsman and Mediation Services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	6 629.0	6 629.0	21	21
Non-post	688.2	670.0	–	–
Subtotal	**7 317.2**	**7 299.0**	**21**	**21**
Other assessed	3 746.3	3 852.8	9	9
Total	**11 063.5**	**11 151.8**	**30**	**30**

1.139 The proposed resources amounting to $7,299,000 comprise $6,629,000 to provide for 21 posts (1 Assistant Secretary-General, 2 D-1, 7 P-5, 2 P-4, 1 P-3, 5 General Service (Other level) and 3 General Service (Local level)) and $670,000 in non-post resources to provide for general temporary assistance and overtime, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. In line with General Assembly resolution 69/264, a reduction of $18,200 is proposed under travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel.

1.140 Resources funded from the support account for peacekeeping operations, estimated at $3,852,800, will provide support for clients based in peacekeeping missions that require a dedicated capacity to carry out a broad overview, coverage and analysis of systemic issues arising in the field.

H. Office of Administration of Justice

Resource requirements (before recosting): $17,685,000

1.141 The Office of Administration of Justice was established pursuant to General Assembly resolutions 61/261 and 62/228, by which the Assembly decided to introduce a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice in the United Nations to address work-related disputes. The framework of the new two-tier system is based on the recommendations of the Redesign Panel, a group of independent experts, contained in its report submitted to the Secretary-General in 2006 (see A/61/205).

1.142 The Office of Administration of Justice, as set out in the Secretary-General's bulletin (ST/SGB/2010/3), is an independent office responsible for the overall coordination of the formal system of justice and for contributing to its functioning in a fair, transparent and efficient manner. This includes making all the necessary arrangements for the functioning of the two Tribunals: the United Nations Dispute Tribunal, with Registries in each of its duty stations in New York, Geneva and Nairobi, and the United Nations Appeals Tribunal, with a Registry in New York. It also includes overseeing the Office of Staff Legal Assistance, with a main office in New York and branches in Geneva, Nairobi, Addis Ababa and Beirut.

1.143 In addition, the Office provides support to the Internal Justice Council, an independent body established by the General Assembly to identify suitable candidates to be recommended to the Assembly for appointment as judges of the two Tribunals, draft a code of conduct for the judges and provide its views on the implementation and functioning of the new system of justice to the Assembly. Pursuant to Assembly resolution 66/237, the Council also includes the views of the

judges of the United Nations Dispute Tribunal and the United Nations Appeals Tribunal in its annual reports.

1.144 The Office is headed by the Executive Director, who is responsible for the formulation and implementation of the work programme and the management of the financial and human resources of the Office.

1.145 The United Nations Dispute Tribunal and the United Nations Appeals Tribunal, which are composed of professional and experienced judges who issue binding decisions, is the centrepiece of the new formal system. The Registries provide support to the Tribunals. The Dispute Tribunal Registries, located in New York, Geneva and Nairobi, are staffed by a total of 15 posts, including 5 posts in New York (1 Registrar at the P-5 level, 1 Legal Officer at the P-4 level, 1 Legal Officer at the P-3 level and 2 staff members at the General Service (Other level)); 5 posts in Geneva (1 Registrar at the P-5 level, 1 Legal Officer at the P-4 level, 1 Legal Officer at the P-3 level and 2 staff members at the General Service (Other level)) and 5 posts in Nairobi (1 Registrar at the P-5 level, 1 Legal Officer at the P-4 level, 1 Legal Officer at the P-3 level and 2 staff members at the Local level). The Appeals Tribunal Registry, located in New York, is staffed by a Registrar at the P-4 level, a Legal Officer at the P-4 level, a Legal Officer at the P-3 level and 2 staff members at the General Service (Other level). The coordination of substantive, technical and administrative aspects of the Registries is the responsibility of the Principal Registrar, at the D-1 level. The Principal Registrar has no dedicated administrative support.

1.146 The United Nations Dispute Tribunal is represented in New York, Geneva and Nairobi by one full-time judge and one full-time ad litem judge at each location. In addition, two half-time judges rotate between the two duty stations with the largest caseload, working three months in each six-month period of the biennium. The Tribunal's Registries must function in coordination as elements of a single tribunal, despite the fact that they are separated geographically. In 2014 the Dispute Tribunal received 411 new cases, disposed of 320 cases and had 254 cases pending as at 31 December 2014.

1.147 The United Nations Appeals Tribunal is the appellate body reviewing the decisions of the Dispute Tribunal in accordance with the limited jurisdiction set out in its statute. The Appeals Tribunal consists of seven judges who hold sessions during the year to deliberate on and adjudicate cases. The number of sessions depends on the number of cases received. The caseload is such that the Tribunal holds three sessions per year. In 2014 the Appeals Tribunal received 137 new appeals, disposed of 146 appeals and had 101 appeals pending as at 31 December 2014. The Appeals Tribunal also received 84 interlocutory motions in 2014.

1.148 The United Nations Dispute Tribunal and the United Nations Appeals Tribunal function in English and French, and judgements must be translated into the two languages. In addition, the statutes of both Tribunals require that judgements be published in the official language used by the staff member to file his or her application. During oral hearings of the Tribunals, it may be necessary to provide for simultaneous interpretation in order to ensure that the participants can understand the proceedings.

1.149 The Dispute Tribunal and, to a lesser extent, the Appeals Tribunal, hold oral hearings. From the inception of the new system of Administration of Justice on 1 July 2009 through 31 December 2014, the Dispute Tribunal held 1,345 hearings and the Appeals Tribunal held 21 hearings. The General Assembly has mandated that the hearings of the Tribunals be open to the public and stressed the need for the construction of fully equipped and functional courtrooms. New courtrooms have been built and inaugurated in Nairobi, Geneva and New York.

1.150 In general, cases before the Dispute Tribunal are decided by a single judge. However, under the Tribunal's statute, three-judge panels may be constituted for certain types of cases. It is also

periodically necessary for witnesses to travel to appear before the Tribunals in person, whenever the Tribunal considers the physical presence of a witness to be essential.

1.151 In compliance with the General Assembly's request that the new system be efficient, transparent and decentralized, information and communications technologies are used to the fullest extent. A website, an e-filing system (court case management system) and an electronic reference library have been established. The e-filing system makes it possible for staff members to submit their cases electronically from any duty station to the Tribunals and enables parties to monitor their cases electronically from any geographic location.

1.152 The Office of Staff Legal Assistance was established as part of the Office of Administration of Justice. Its main office is in New York and it has branches in Geneva, Nairobi, Addis Ababa and Beirut. The staffing complement is comprised of one Chief (P-5), five Legal Officers (P-3), one Associate Legal Officer (P-2) and three Legal Assistants (General Service (Other level)) and is supplemented with general temporary assistance resources to provide for one additional Legal Officer (P-3) funded through the support account for peacekeeping operations. These staff members are required to serve a population of about 75,000 staff members who file approximately 1,000 cases per year.

1.153 By its resolution 68/254 on administration of justice at the United Nations, the General Assembly decided that, in order to provide for additional resources, the funding of the Office of Staff Legal Assistance shall be supplemented by a voluntary payroll deduction not exceeding 0.05 per cent of a staff member's monthly net base salary and that this funding mechanism shall be implemented on an experimental basis from 1 January 2014 to 31 December 2015. The Assembly requested the Secretary-General to track, on a monthly basis, the opt-out rate and the amount of revenue generated under the supplementary funding mechanism and authorized him to enter into commitments for the period from 1 January 2014 to 31 December 2015, from this revenue, in an amount not exceeding this revenue, to finance any additional resources for the Office of Staff Legal Assistance during the experimental phase of the mechanism. The mechanism has been established and the experience gained under it will be included in the annual report on the administration of justice at the United Nations.

1.154 The General Assembly established the Internal Justice Council to help ensure independence, professionalism and accountability in the new system of administration of justice. Pursuant to Assembly resolution 62/228, the duties of the Council include providing its views and recommendations to the Assembly on suitable candidates for appointment to the Dispute and Appeals Tribunals, and on the implementation of the system of administration of justice to the Assembly. The Office of the Executive Director of the Office of Administration of Justice provides the Council with administrative and technical support to fulfil its mandate. The proposed resources under the Office of Administration of Justice also provide for the remuneration of the distinguished external members of the Internal Justice Council.

1.155 By its resolution 69/203, the General Assembly decided that an interim independent assessment shall examine the system of administration of justice in all its aspects, with particular attention to the formal system and its relation with the informal system, including an analysis of whether the aims and objectives of the system set out in resolution 61/261 are being achieved in an efficient and cost-effective manner, and requested the Secretary-General to transmit the recommendations of the panel of experts, together with its final report and his comments, for consideration by the Assembly at the main part of its seventy-first session.

Table 1.33 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure respect for the rights and obligations of staff members and the accountability of managers and staff members alike through an independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice consistent with the relevant rules of international law and the principles of the rule of law and due process, in accordance with paragraph 4 of General Assembly resolution 61/261

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Operation of the system of administration of justice in accordance with General Assembly mandates and the principles outlined in Assembly resolution 61/261, demonstrating a high standard of efficiency, transparency and professionalism, in accordance with accepted principles of fundamental fairness and due process	(i) Percentage of cases received by the Tribunals for which substantive, technical and administrative support is provided by the Registries	Target	100	–	–
		Estimate		100	–
		Actual			100
	(ii) Percentage of cases that are tracked electronically in the case management system in all duty stations	Target	100	100	100
		Estimate		100	70
		Actual			100
	(iii) Percentage of submissions provided by the Office of Staff Legal Assistance on behalf of represented staff members in accordance with Tribunal deadlines	Target	100	100	100
		Estimate		100	95
		Actual			99
(b) Greater awareness and understanding among staff about the internal justice system at the United Nations, including, inter alia, access, procedures, deadlines and the role of the Office of Staff Legal Assistance	Number of outreach activities undertaken to disseminate information about the system of internal justice at the United Nations	Target	50	–	–
		Estimate		40	–
		Actual			27
(c) Settlement of cases in the formal system	Number of cases settled by the Office of Staff Legal Assistance	Target	250	–	–
		Estimate		200	–
		Actual			169

External factors

1.156 The Office is expected to achieve its objective and accomplishments on the assumption that: (a) staff members avail themselves of opportunities to resolve workplace disputes through established informal mechanisms; (b) staff members observe applicable United Nations regulations and rules regarding the terms and conditions of employment and apply lessons learned from decisions of the Tribunals; (c) the caseload remains stable; and (d) staff members avail themselves of electronic means of filing and processing cases.

1.157 During the 2016-2017 biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: Fifth Committee of the General Assembly (12); Sixth Committee of the General Assembly (4); Advisory Committee on Administrative and Budgetary Questions (4);

(ii) Parliamentary documentation: annual report of the Secretary-General to the General Assembly on administration of justice at the United Nations (2);

(b) Other substantive activities (regular budget):

(i) Provision of legal assistance, including representation, to staff members through the Office of Staff Legal Assistance (2,400);

(ii) Provision of substantive, technical and administrative support to the United Nations Dispute Tribunal and the United Nations Appeals Tribunal through their Registries (1,100);

(iii) Provision of technical and administrative support, as appropriate, to the Internal Justice Council through the Office of the Executive Director, including for the annual report of the independent Internal Justice Council to the General Assembly (10);

(iv) Maintenance of the electronic court case management system, through which applications and submissions are filed;

(v) Maintenance of a website containing information on the internal justice system, the services offered by the Office of Staff Legal Assistance, the filing of applications with the Tribunals and deadlines, key documents, posting of the judgements and orders of the Tribunals, and instructions on how to use the jurisprudential search engine;

(vi) Preparation of annual activity reports of the Office of Administration of Justice (2);

(vii) Organization and delivery of outreach and training activities (20).

1.158 The distribution of resources of the Office of Administration of Justice is reflected in table 1.34.

Table 1.34 **Resource requirements: Office of Administration of Justice**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	10 334.2	10 334.2	36	36
Non-post	9 709.3	7 350.8	–	–
Subtotal	**20 043.5**	**17 685.0**	**36**	**36**
Other assessed	341.4	371.8	–	–
Extrabudgetary	431.4	–	–	–
Total	**20 816.3**	**18 056.8**	**36**	**36**

1.159 The proposed resources, amounting to $17,685,000, comprise $10,334,200 to provide for 36 posts (1 D-2, 1 D-1, 5 P-5, 6 P-4, 9 P-3, 1 P-2, 11 General Service (Other level) and 2 Local level) and $7,350,800 in non-post resources to provide for general temporary assistance, non-staff compensation, consultants, travel of representatives, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net decrease of $2,358,500 reflects: (a) the removal of the non-recurrent resources for the three ad litem judges and related staff and the one-time requirements in 2015 related to the interim independent assessment of the system of the administration of justice; and (b) in line with General Assembly resolution 69/264, a proposed decrease under travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel, offset in part by (c) the continuation of the three ad litem judges and complement staff (3 P-3, 2 General Service (Other level) and 1 Local level) for the 12-month period starting on 1 January 2016.

1.160 Resources funded from the support account for peacekeeping operations estimated at $371,800 will provide for general temporary assistance related to a Legal Officer at the P-3 level approved for the Office of Staff Legal Assistance in Nairobi.

I. Ethics Office

Resource requirements (before recosting): $3,625,400

1.161 The Ethics Office was established in 2006 by the Secretary-General in response to General Assembly resolution 60/1, wherein the Assembly welcomed the Secretary-General's efforts to ensure ethical conduct, more extensive financial disclosure for United Nations officials and enhanced protection for those who reveal wrongdoing within the Organization, and to Assembly resolution 60/248. The terms of reference of the Office are set out in the relevant Secretary-General's bulletin (ST/SGB/2005/22), which entered into force on 1 January 2006.

1.162 The role of the Ethics Office, as provided in the Secretary-General's bulletin, is to assist the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity, as envisaged in the Charter of the United Nations by fostering a culture of ethics, transparency and accountability. The Office reports directly to the Secretary-General and does not replace any existing mechanism available to staff for the reporting of misconduct or the resolution of grievances. The head of the Office is appointed by and held accountable to the Secretary-General in the performance of his or her functions.

1.163 In its resolution 63/250, the General Assembly welcomed the establishment of the United Nations Ethics Committee, later renamed the Ethics Panel of the United Nations, for the purpose of securing the highest standards of ethics and integrity of United Nations staff members and ensuring the consistent application of such standards within the United Nations, including its separately administered organs and programmes, in accordance with Article 101, paragraph 3, of the Charter of the United Nations. The terms of reference of the Ethics Panel are contained in the Secretary-General's bulletin on United Nations system-wide application of ethics: separately administered organs and programmes (see ST/SGB/2007/11 and Amend.1).

1.164 The members of the Ethics Panel include the United Nations Secretariat Ethics Office, the United Nations Development Programme, UNICEF, the United Nations Population Fund, the United Nations Office for Project Services, the World Food Programme, the United Nations Relief and Works Agency for Palestine Refugees in the Near East and UNHCR. The Ethics Office also provides ethics-related advice to United Nations entities which have not yet designated ethics officers, in accordance with the relevant provisions of the Secretary-General's bulletin on United Nations system-wide application of ethics (see ST/SGB/2007/11).

1.165 The main responsibilities of the Ethics Panel are to establish a unified set of ethical standards and policies of the United Nations Secretariat and of the separately administered organs and programmes, and to consult on certain important and particularly complex cases and issues having United Nations-wide implications raised by any ethics office or the Chair of the Panel. The Chair is the head of the Ethics Office, who provides functional leadership to all members of the Ethics Committee. The Ethics Panel also reviews the annual reports of the ethics offices of the United Nations Secretariat and the separately administered organs and programmes, and makes recommendations for the future, as appropriate.

1.166 Also in its resolution 63/250, the General Assembly requested the Secretary-General to discuss with the executive heads of the specialized agencies, funds and programmes, within the framework of the Chief Executives Board for Coordination, areas for cooperation and cost-savings on ethics-related matters. Subsequently, in June 2010 the United Nations Ethics Network was established.

The Network is comprised of ethics officers and officials designated to perform ethics functions from the United Nations Secretariat, funds, programmes and specialized agencies, and from other international organizations. Since its establishment, the facility has been renamed the Ethics Network for Multilateral Organizations and focuses on achieving common standards and shares knowledge and practice among its members.

1.167 The constituency of the Ethics Office includes Headquarters, the regional commissions, peacekeeping operations, special political missions and the Tribunals, totalling 41,426 staff members worldwide (as at 29 August 2014 (A/69/292)). With regard to its advisory and guidance practices, the Office maintains close cooperation with Member States, private sector entities, academia and others. It also offers technical assistance to newly formed ethics offices within the United Nations system, sharing best practices, developing common approaches and promoting organizational cultures informed by ethics and integrity.

1.168 During the period from its establishment in January 2006 to 31 July 2014, the services of the Ethics Office were sought by 4,311 individuals. The Office received an increasing number of requests, from 153 in 2006 to 924 in the most recent cycle. It strives to reach a minimum of 2 to 3 per cent of all Secretariat staff annually, attesting to the continuing importance of the Office as a secure and confidential consultative resource for staff at all levels, on ethics, culture, values and standards. In the biennium 2016-2017 the Office will continue its outreach and communications campaign to ensure that all Secretariat staff, wherever they are based, are knowledgeable about the United Nations expectations for ethical conduct and have access to the services of the Office. By increasing awareness about expectations and resources, ethical concerns can be raised and resolved promptly, thereby minimizing ethical and reputational risk to the Organization.

1.169 The Ethics Office will continue to deliver on its mandated activities, namely on: (a) administering the Organization's financial disclosure programme; (b) undertaking the responsibilities assigned to it in accordance with the Organization's policy for the protection of staff members against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations; (c) providing confidential advice and guidance to staff on ethical issues (e.g., conflict of interest), including administering an ethics helpline; (d) developing standards, training and educational materials on ethics issues, in collaboration with relevant offices, and ensuring annual ethics training to all staff; and (e) promoting coherence by providing functional leadership to members of the Ethics Panel and enhancing cooperation with members of the Ethics Network for Multilateral Organizations in order to achieve the highest standards of ethics and integrity and to ensure the consistent application of such standards throughout the United Nations.

1.170 In carrying out these responsibilities, the Ethics Office will give priority to the following undertakings and major initiatives during the biennium 2016-2017: (a) ensure protection for individuals who report significant misconduct or cooperate with duly authorized audits or investigations; (b) administer the financial disclosure programme and achieve a full compliance rate; (c) provide timely, effective and practical ethics advice to all staff; (d) review and provide support for a new regulatory framework to enhance the financial disclosure programme and the protection against retaliation policy; (e) prepare the annual programme for leadership dialogues; (f) enhance the Secretariat's ability to evaluate and measure its organizational commitment to ethics and integrity through appropriately designed qualitative and quantitative research tools; (g) identify and respond to individual integrity, institutional integrity and ethical process risks; (h) provide support for, sustain and promote an organizational culture premised on ethics, integrity, accountability, transparency and respect; (i) increase ethics advisory support for procurement; and (j) provide support regarding strategies to manage fraud, waste, abuse and corruption.

1.171 Through the auspices of the financial disclosure programme, covered staff members disclose assets, liabilities and outside activities for themselves and their immediate family members, in

order for the United Nations to detect, mitigate and resolve actual or possible conflicts of interest. In accordance with applicable United Nations staff regulations, these matters must be resolved in the interests of the Organization. As the filer population has gradually increased over the years, with new entities and filers joining the programme each year, it is expected that the trend will continue. The Ethics Office will also continue to work with a range of non-Secretariat entities in meeting their financial disclosure programme needs and remains available to provide conflict of interest support and advice. All of these efforts provide support for the mandate of the Office to promote coherence (ST/SGB/2007/11).

1.172 During the biennium 2014-2015, the Ethics Office is charged with conducting a regulatory review of the financial disclosure programme, its risk profile, scope and filer population. The results of that review may lead to changes in the analytical framework, disclosure process, covered filing population and remedial interventions available to the United Nations.

1.173 During the biennium 2016-2017, the Ethics Office will: (a) continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency, and thereby enhance the trust in and the credibility of the United Nations; (b) continue to provide assistance to the Secretary-General in ensuring that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter; (c) continue its outreach and communications campaign to raise awareness of the services provided by the Office on ethics and integrity, with particular emphasis on field staff; (d) continue to develop standards, training and education on ethics issues; (e) continue to provide confidential ethics advice and guidance, and to administer the ethics helpline; (f) continue to administer the financial disclosure programme; (g) continue to provide protection against retaliation for those staff members who have reported misconduct or cooperated with a duly authorized audit or investigation; (h) promote and facilitate coherence, mutual support and harmonization between the United Nations Secretariat Ethics Office, the Ethics Panel and the Ethics Network; and (i) complete the regulatory review of Secretary-General's bulletins on protection against retaliation and the financial disclosure programme, ensuring their consistency with global best practices.

Table 1.35 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote and sustain an ethical organizational culture of integrity, accountability and transparency, and to ensure that all staff members observe and perform their functions consistent with the highest standards of integrity required by the Charter

			Performance measures		
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2016-2017*	*2014-2015*	*2012-2013*
(a) Increased ability of staff members to detect ethics issues and apply ethical judgement	(i) Increased number of outreach and training sessions	Target	250	150	130
		Estimate		250	130
		Actual			240
	(ii) Number of ethics enquiries received and resolved	Target	950	795	700
		Estimate		950	795
		Actual			964

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(b) Effective administration of the financial disclosure programme	Achievement of full compliance rate	Target	100	100	100
		Estimate		100	100
	[Percentage]	Actual			99.9
(c) Effective administration of the protection against retaliation policy	Percentage of requests for protection against retaliation that are evaluated within 45 days	Target	100	100	100
		Estimate		100	100
		Actual			100

External factors

1.174 The Ethics Office is expected to achieve its objectives and expected accomplishments on the assumption that: (a) it receives staff members' financial disclosure statements on time; (b) it receives complete information from clients who seek protection against retaliation; (c) the security situation in United Nations offices globally allows for outreach visits; (d) staff avail themselves of the training and services provided by the Ethics Office; (e) members of the United Nations Ethics Panel and Ethics Network participate and contribute in scheduled meetings; (f) United Nations leaders continue to provide strong "tone from the top" leadership and support for the Office; (g) mid-level managers serve as champions for ethics and integrity and encourage staff to speak up, report concerns and seek out confidential advice; (h) the United Nations Dispute Tribunal decisions are supportive of the confidential and independent nature of the Office; and (i) the heads of office continue to pursue avenues to improve their organizational cultures for ethics and integrity.

Outputs

1.175 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings of the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions (10);

(ii) Parliamentary documentation: annual report to the General Assembly on the activities of the Ethics Office (2);

(b) Other substantive activities (regular budget, other assessed and extrabudgetary):

(i) Organization and delivery of outreach and training activities (260);

(ii) Administration of statements of financial disclosure or declarations of interest (5,100);

(iii) Provision of protection against retaliation in cases involving staff members who have reported misconduct or cooperated in duly authorized audits or investigations (100);

(iv) Provision of ethics advice, guidance and technical assistance (950);

(v) Organization and leadership of meetings of the United Nations Ethics Panel and the Ethics Network (20).

1.176 The distribution of resources of the Ethics Office is reflected in table 1.36.

Table 1.36 **Resource requirements: Ethics Office**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 480.0	2 480.0	8	8
Non-post	1 245.9	1 145.4	–	–
Subtotal	**3 725.9**	**3 625.4**	**8**	**8**
Other assessed	2 169.0	2 224.8	3	3
Extrabudgetary	2 619.5	2 758.0		
Total	**8 514.4**	**8 608.2**	**11**	**11**

1.177 The proposed resources, amounting to $3,625,400, comprise $2,480,000 to provide for eight posts (1 D-2, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) and $1,145,400 in non-post resources to provide for general temporary assistance and overtime, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The decrease of $100,500 reflects: (a) the discontinuation of non-recurrent requirements related to the abolishment of a post in 2014-2015; and (b) the proposed reductions under consultants and travel of staff, which takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

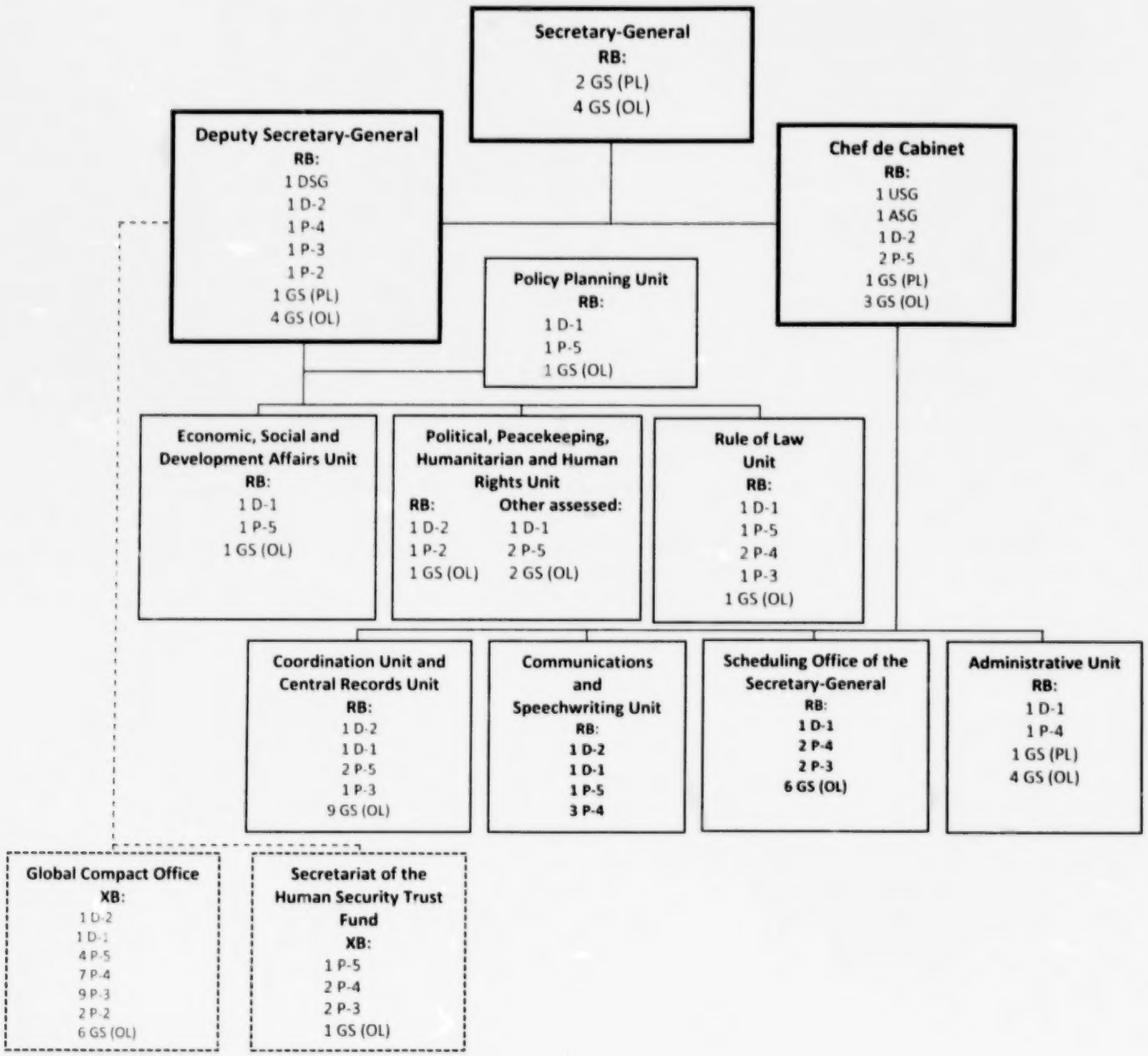
1.178 Resources funded from the support account for peacekeeping operations estimated at $2,224,800 will enable the Ethics Office to continue to provide support to staff in the field to achieve the full compliance rate.

1.179 Extrabudgetary resources estimated at $2,758,000 will provide for the participants of the financial disclosure programme funded through extrabudgetary resources.

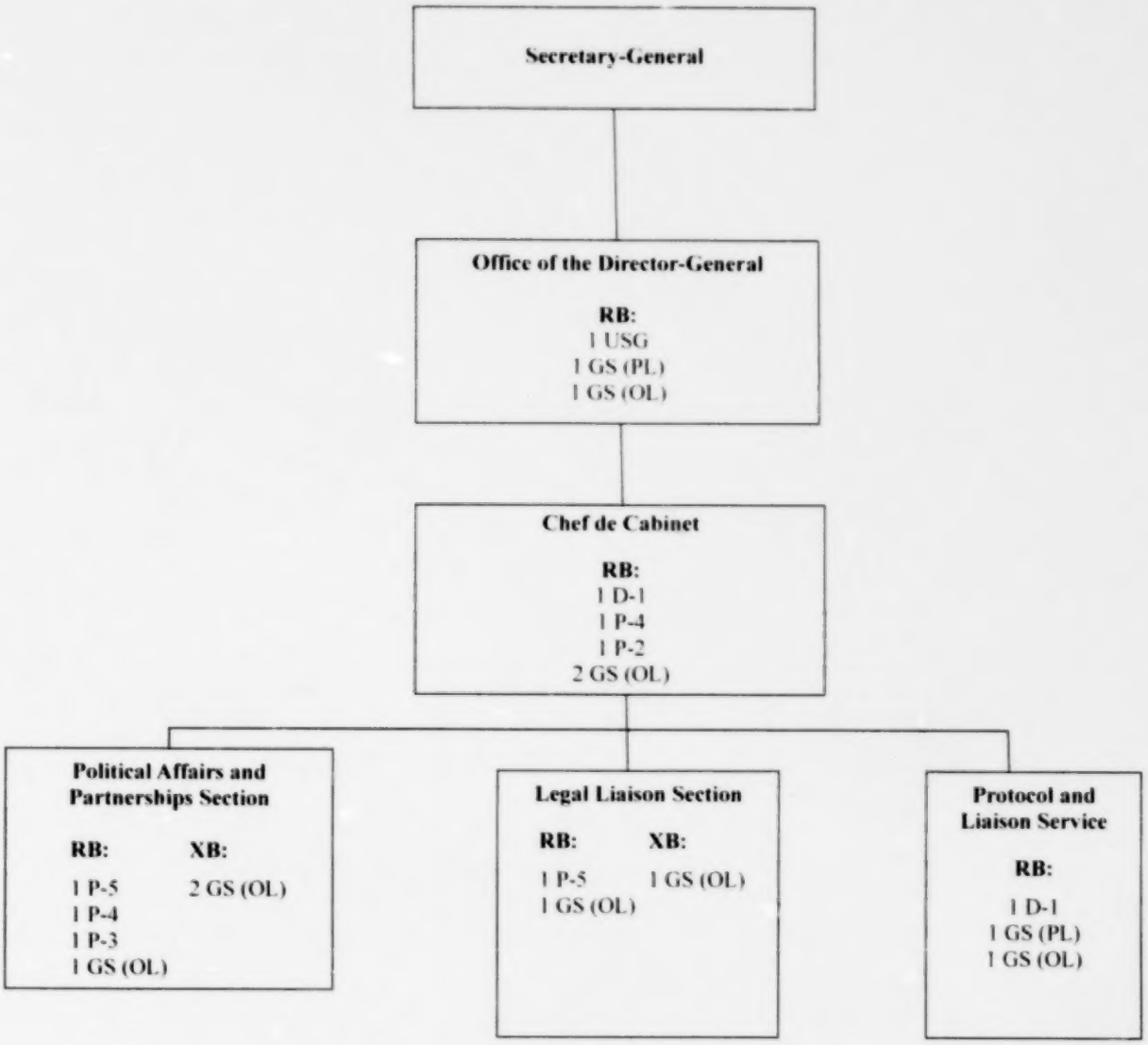
Annex

Organizational structure and post distribution for the biennium 2016-2017

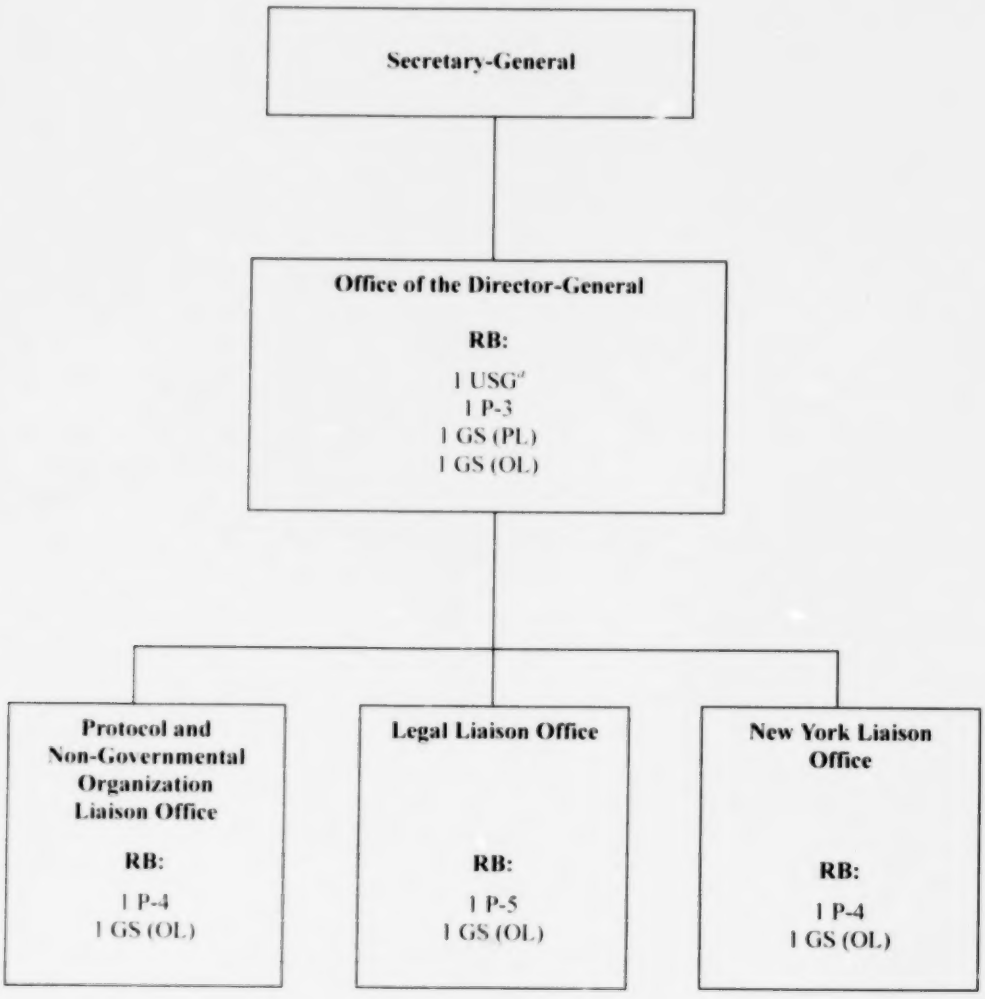
A. Secretary-General and Executive Office of the Secretary-General



B. Office of the Director-General, United Nations Office at Geneva

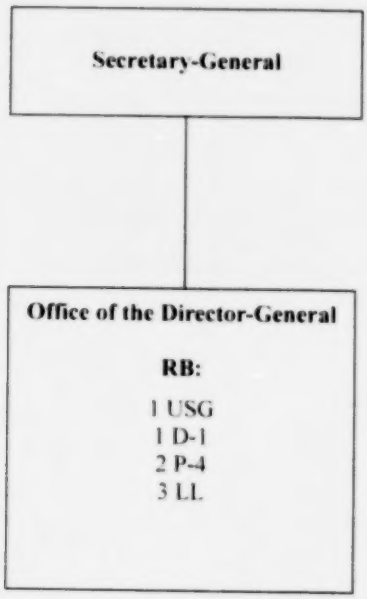


C. Office of the Director-General, United Nations Office at Vienna

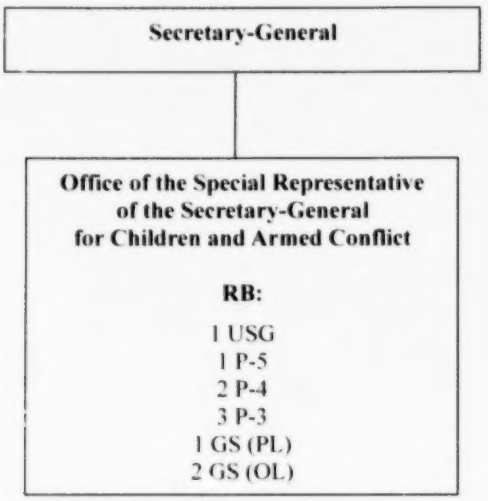


[a] Reflected under the staffing complement of the United Nations Office on Drugs and Crime (Section 16).

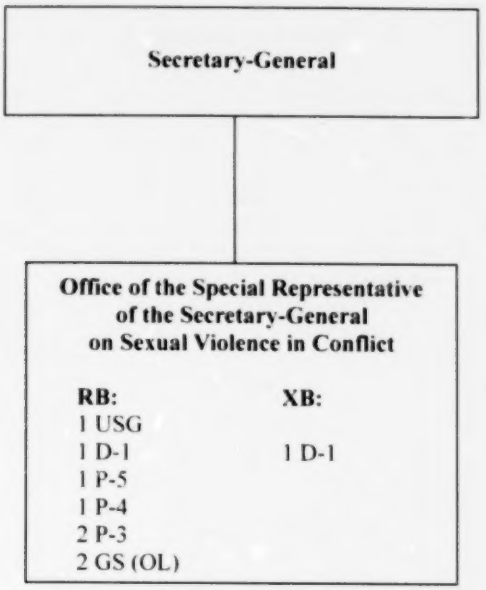
D. Office of the Director-General, United Nations Office at Nairobi



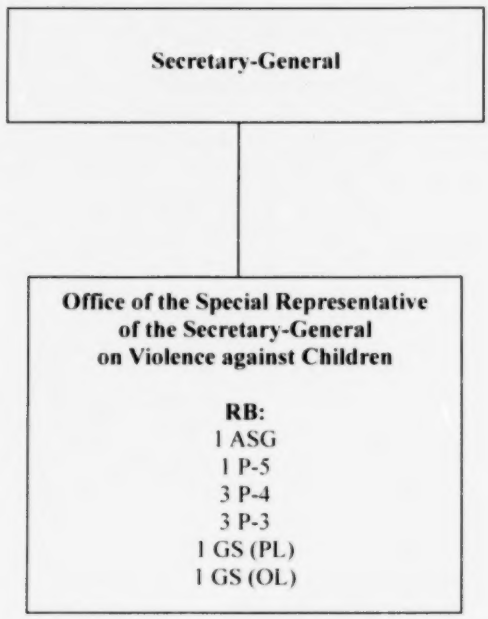
E. Office of the Special Representative of the Secretary-General for Children and Armed Conflict



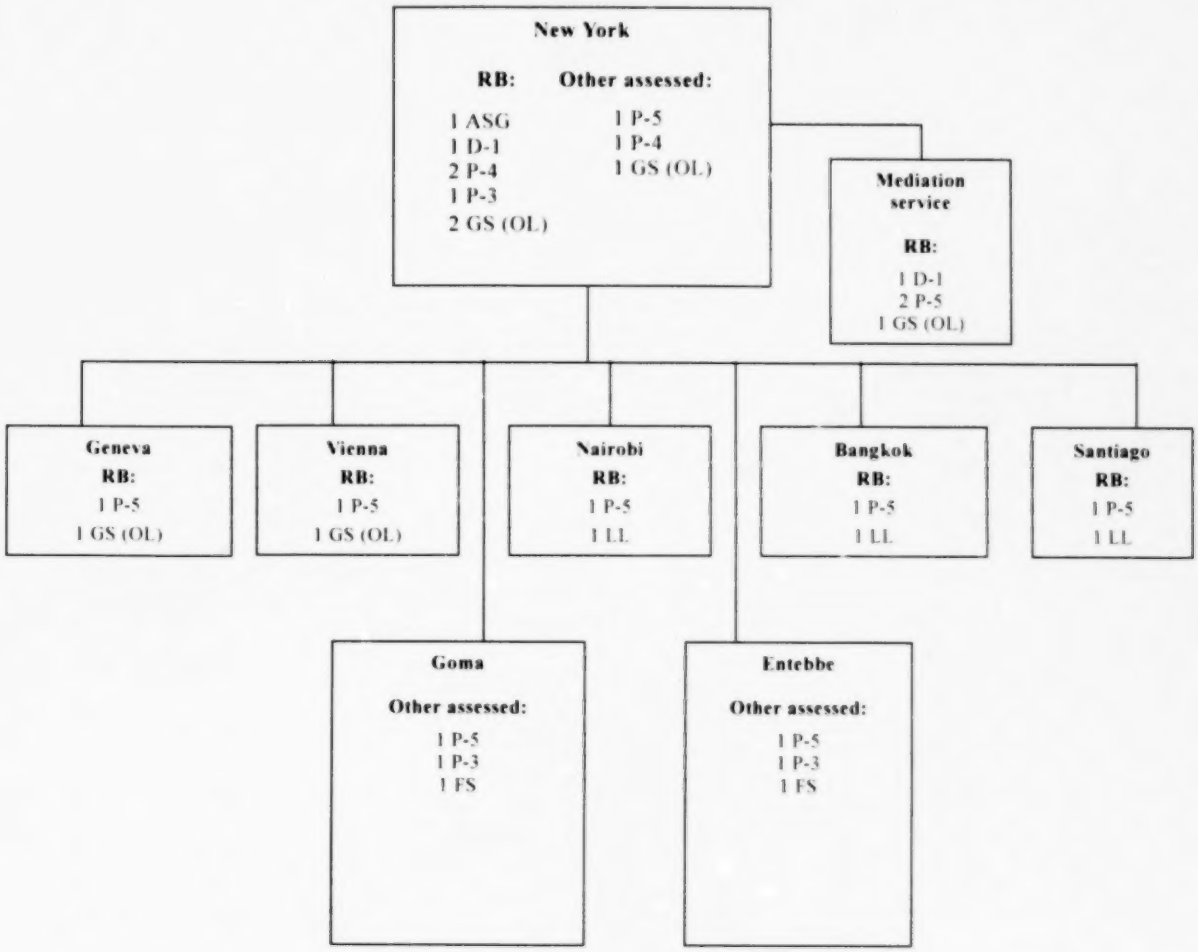
F. Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict



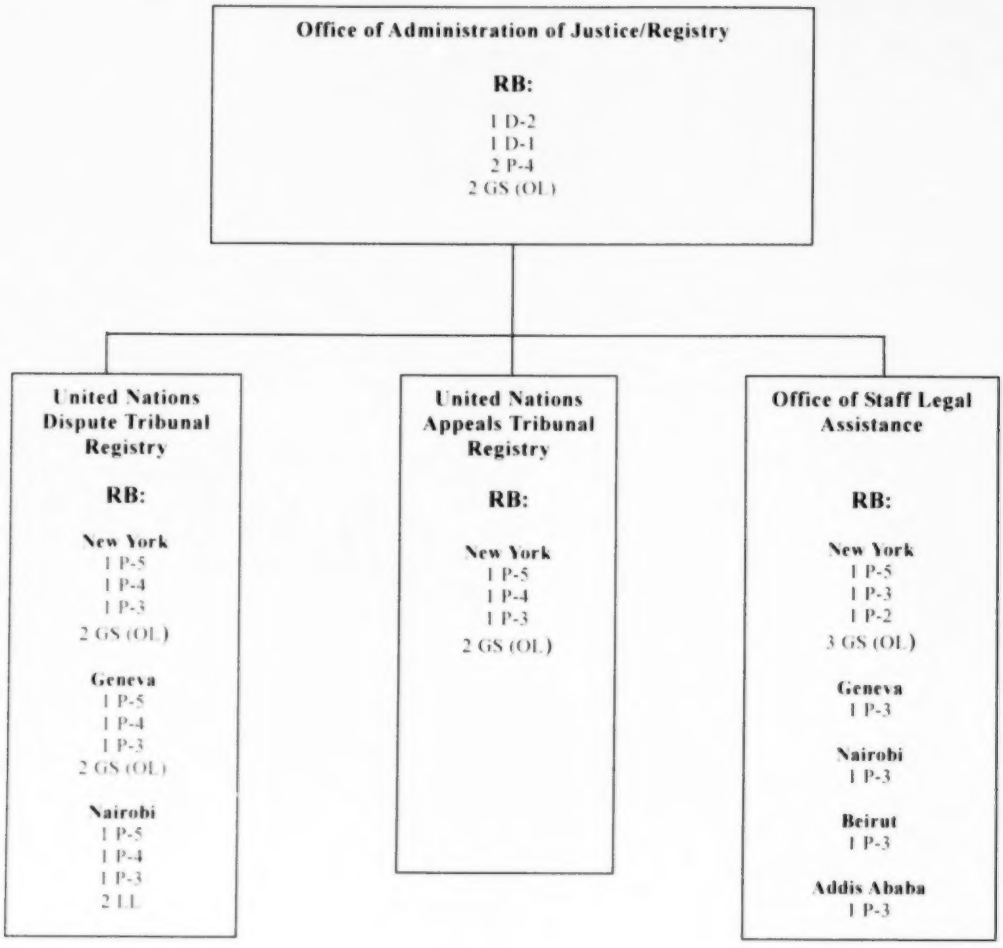
G. Office of the Special Representative of the Secretary-General on Violence against Children



H. Office of the United Nations Ombudsman and Mediation Services



I. Office of Administration of Justice



J. Ethics Office